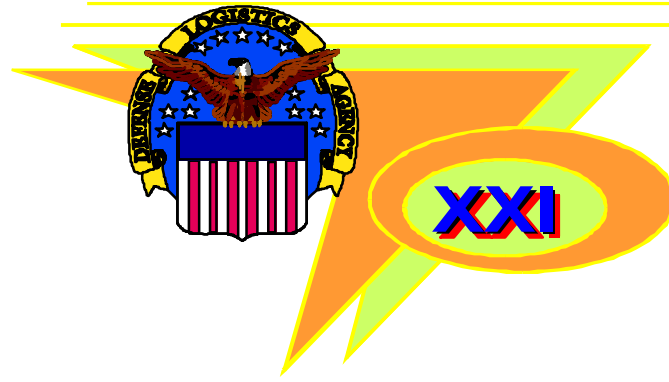


Defense Contract Management Command



DCMC
Mission Management Review
(MMR)

February 25, 1999

FY 99 Performance Plan

Goal 1 – Deliver great customer service.	DCMC	East	West	Int'l
<ul style="list-style-type: none"> • Objective 1.1 – Provide the right item at the right time for the right price. 				
<ul style="list-style-type: none"> • (1.1.1) Increase the percentage of conforming items compared to the FY 98 result. 	Green	N/A	N/A	N/A
<ul style="list-style-type: none"> • (1.1.2) Improve on-time delivery by 5%. 	Yellow	Yellow	Yellow	Red
<ul style="list-style-type: none"> • (1.1.3) Reduce the number of past due delinquencies by 10% with at least a 100% reduction of delinquencies more than a year old. 	Red	Red	Yellow	Yellow
<ul style="list-style-type: none"> • (1.1.4) Establish a baseline for the ratio of delay notices issued versus the number of schedules being delinquent. 	N/A	N/A	N/A	N/A
<ul style="list-style-type: none"> • (1.1.5) Reduce the percentage of contracts that have exceeded their cost or schedule goals by more than 10% over the FY 98 baseline. 	Green	Red	Yellow	N/A
<ul style="list-style-type: none"> • (1.1.6) Ensure timeliness of Class I ECP implementation by reducing Class I ECP cycle time by 5% from the FY 98 average. 	Yellow	Green	Red	Green
<ul style="list-style-type: none"> • (1.1.7) Reserved. 	N/A	N/A	N/A	N/A
<ul style="list-style-type: none"> • (1.1.8) Improve the number of Alerts Customer Priority Requests (CPRs) that are responded to within 5 business days by 5%. 	N/A	N/A	N/A	N/A

FY 99 Performance Plan (Continued)

Goal 1 – Deliver great customer service. (Continued)	DCMC	East	West	Int'l
• Objective 1.2 – Team with our business partners to achieve customer results.				
• (1.2.1) Achieve and sustain a customer satisfaction rating of 5 or greater for 90% of the overall customer base.	Green	Green	Green	Green
• (1.2.2) Implement the Customer Satisfaction Implementation Plan.	Green	N/A	N/A	N/A
• (1.2.3) Achieve a satisfaction rating of 5 or better for 90% of all Early CAS customers surveyed.	Green	Green	Green	Green
• (1.2.4) Improve the effectiveness of weapon system software development by engaging in activities to ensure that at least 80% of DCMC major software findings/recommendations made are adopted.	Green	Green	Green	Green
• (1.2.5) Ensure 85% of canceling funds do not cancel.	N/A	N/A	N/A	N/A
• (1.2.6) Schedule, complete, and maintain analytical assessments on 800 CAGES in FY 99.	Green	Green	Red	Green
• (1.2.7) Maintain formal Preaward Survey (PAS) Timeliness at 95% on-time rate.	Green	Green	Green	Green
• (1.2.8) Complete 100% of Congressional and OSD suspenses on time.	Red	Green	Green	Green

FY 99 Performance Plan (Continued)

Goal 2 – Lead the way to efficient and effective businesses processes.	DCMC	East	West	Int'l
<ul style="list-style-type: none"> • Objective 2.1 – Serve as a catalyst for the revolution in business affairs. 				
<ul style="list-style-type: none"> • (2.1.1) Achieve final overhead negotiations within a 2 or 3 year cycle for major and non-major contractors respectively. 	Red	Red	Red	Red
<ul style="list-style-type: none"> • (2.1.2) Attain a 96%-100% forward pricing rate coverage at beneficial segments, with a minimum of 68% of beneficial segments covered by FPRAs and the balance covered by FPRRs. 	Green	Green	Green	Green
<ul style="list-style-type: none"> • (2.1.3) Achieve closeout of 75% of other than Firm Fixed Price Contracts, and 90% of Fixed Price Contracts within the FAR mandated timeframes. 	Green	Green	Green	Red
<ul style="list-style-type: none"> • (2.1.4) Ensure that all termination dockets are closed within 450 days from the date of termination. 	Yellow	Yellow	Red	Green
<ul style="list-style-type: none"> • (2.1.5) Reduce the total number of overaged (over 1 year from the date of issuance) CAS noncompliance reports by 40% from the number overaged at the end of FY 98. 	Red	Red	Green	Red
<ul style="list-style-type: none"> • (2.1.6) Improve the effectiveness of Specialized Safety. 	N/A	N/A	N/A	N/A
<ul style="list-style-type: none"> • (2.1.7) Reduce the year-to-date FY 99 4th quarter composite unit cost for all basic CAS cost pools by 5% from the 4th quarter FY 98 baseline measured at the District level without increasing the other unit cost pools. 	Red	N/A	N/A	N/A
<ul style="list-style-type: none"> • (2.1.8) Implement the Unit Cost Implementation Plan. 	Green	N/A	N/A	N/A
<ul style="list-style-type: none"> • (2.1.9) Institutionalize the IMS at all levels in the Command. 	Green	N/A	N/A	N/A
<ul style="list-style-type: none"> • (2.1.10) Implement EDW at 80% of designated DCMC sites. 	Green	N/A	N/A	N/A
<ul style="list-style-type: none"> • (2.1.11) Achieve the minimum utilization rate of 98% for all GSA leased vehicles in the DCMC fleet (CONUS). 	N/R	Green	Green	N/A
<ul style="list-style-type: none"> • (2.1.12) Reduce net usable space at non-contractor locations IAW DLAR 5305.2. 	N/R	Green	Green	N/A

FY 99 Performance Plan (Continued)

Goal 2 – Lead the way to efficient and effective business processes. (Continued)	DCMC	East	West	Int'l
<ul style="list-style-type: none"> • Objective 2.1 – Serve as a catalyst for the revolution in business affairs. (Continued) 				
<ul style="list-style-type: none"> • (2.1.13) Reduce the quantity of high-grade positions (GS 14, 15, and SES) throughout DCMC to 483. 	Red	N/A	N/A	N/A
<ul style="list-style-type: none"> • (2.1.14) Increase the ratio of civilian employees to supervisors to 16:1. 	Red	Red	Red	N/A
<ul style="list-style-type: none"> • (2.1.15) Achieve and maintain the percentage of overage undefinitized contract actions at 10% or less. 	Red	Red	Red	Red
<ul style="list-style-type: none"> • (2.1.16) Improve Negotiation Cycle Time. 	Green	N/A	N/A	N/A
<ul style="list-style-type: none"> • (2.1.17) Maintain the percentage of on-time contractual aircraft deliveries for all new manufactured, overhauled, modified, and contractually maintained aircraft under the cognizance of DCMC Flight Operations at 90% or greater. 	N/A	N/A	N/A	N/A
<ul style="list-style-type: none"> • (2.1.18) Engage in activities to ensure complete and accurate reporting of Cost Savings and Cost Avoidances. Return on Investment (ROI) 	Green	N/A	N/A	N/A
<ul style="list-style-type: none"> • (2.1.19) Achieve and maintain PLAS reporting rate of at least 98% of the paid hours for DCMC HQ, each District staff, and all CAOs. 	Green	Green	Green	Green

FY 99 Performance Plan (Continued)

Goal 2 – Lead the way to efficient and effective businesses processes. (Continued)	DCMC	East	West	Int'l
<ul style="list-style-type: none"> • Objective 2.2 – Accelerate acquisition reform by applying commercial processes and practices. 				
<ul style="list-style-type: none"> • (2.2.1) Increase the number of paperless transactions to 90% of all transactions occurring in the Progress Payment, Material Inspection and Receiving Report (DD 250), and contract closeout processes assigned to DCMC during FY 99. (Supports MRM #2). 	Green	N/A	N/A	N/A
<ul style="list-style-type: none"> • (2.2.2) Increase the amount of excess property disposed of by 20% over FY 98 (Supports MRM #5) . 	Red	Green	Red	Green
<ul style="list-style-type: none"> • (2.2.3) Reduce the amount of Lost, Damaged and Destroyed (LDD) Government property compared to the amount of LDD in FY 98. 	Green	Green	Green	Green
<ul style="list-style-type: none"> • (2.2.4) Identify and eliminate policies and procedures that lead to the performance of unnecessary source inspections. (Supports MRM #10.) 	Green	N/A	N/A	N/A
<ul style="list-style-type: none"> • (2.2.5) Increase the number of single processes accepted across multiple sites using corporate or segment level approach to the SPI by 5% from the level at the end of FY 98. 	N/A	N/A	N/A	N/A
<ul style="list-style-type: none"> • (2.2.6) Increase contractor participation (top 200 primes and suppliers) in the Single Process Initiative over the FY 98 baseline. 	N/A	N/A	N/A	N/A
<ul style="list-style-type: none"> • (2.2.7) Increase the total of negotiated cost savings and cost avoidance reported in the SPIS database by \$200 M over the FY 98 baseline by improving the quality of processes submitted under SPI. 	N/A	N/A	N/A	N/A
<ul style="list-style-type: none"> • (2.2.8) Improve the contract payment process by reducing the contract and modification input backlog under DCMC cognizance. 	N/A	N/A	N/A	N/A

FY 99 Performance Plan (Continued)

Goal 2 – Lead the way to efficient and effective business processes. (Continued)	DCMC	East	West	Int'l
<ul style="list-style-type: none"> Objective 2.2 – Accelerate acquisition reform by applying commercial processes and practices. (Continued) 				
<ul style="list-style-type: none"> (2.2.9) Successfully complete all AP2I milestones within 420 days as described in DUSD(A&T) May 15, 1997, Policy Memo, or as mutually agreed to between contractor, customer, and the DCMC-OI Program Manager. 	Green	N/A	N/A	N/A
<ul style="list-style-type: none"> (2.2.10) Reserved. 	N/A	N/A	N/A	N/A

FY 99 Performance Plan (Continued)

Goal 2 – Lead the way to efficient and effective business processes. (Continued)	DCMC	East	West	Int'l
• Objective 2.3 Leverage information technology to improve business results.				
• (2.3.1) Ensure the DCMC Technology Base is 100% compliant with the standards and guidelines of the DII/COE.	Red	N/A	N/A	N/A
• (2.3.2) Implement the Information Technology (IT) Implementation Plan.	Green	N/A	N/A	N/A
• (2.3.3) Complete development of ACO Modification Module version 2.0 through testing and IOC by the end of FY 99.	Green	N/A	N/A	N/A

FY 99 Performance Plan (Continued)

Goal 3 – Enable DCMC people to excel.	DCMC	East	West	Int'l
• Objective 3.1 – Invest to develop and sustain the right talent.				
• (3.1.1) Achieve a training investment level of at least 1.5% of gross payroll costs.	Green	Green	Green	Yellow
• (3.1.2) Develop IDPs for 100% of DCMC employees.	N/A	N/A	N/A	N/A
• (3.1.3) Achieve a 95% utilization rate for DAU quotas received.	Green	Green	Red	Green
• (3.1.4) Increase the percentage of personnel that are DAWIA certified to level I (70%), level II (90%), and level III (98%).	Red	Red	Red	Yellow
• (3.1.5) Implement the Training Implementation Plan.	Green	N/A	N/A	N/A
• (3.1.6) Achieve a benchmark standard of 40 training hours per employee.	Green	Green	Green	Green

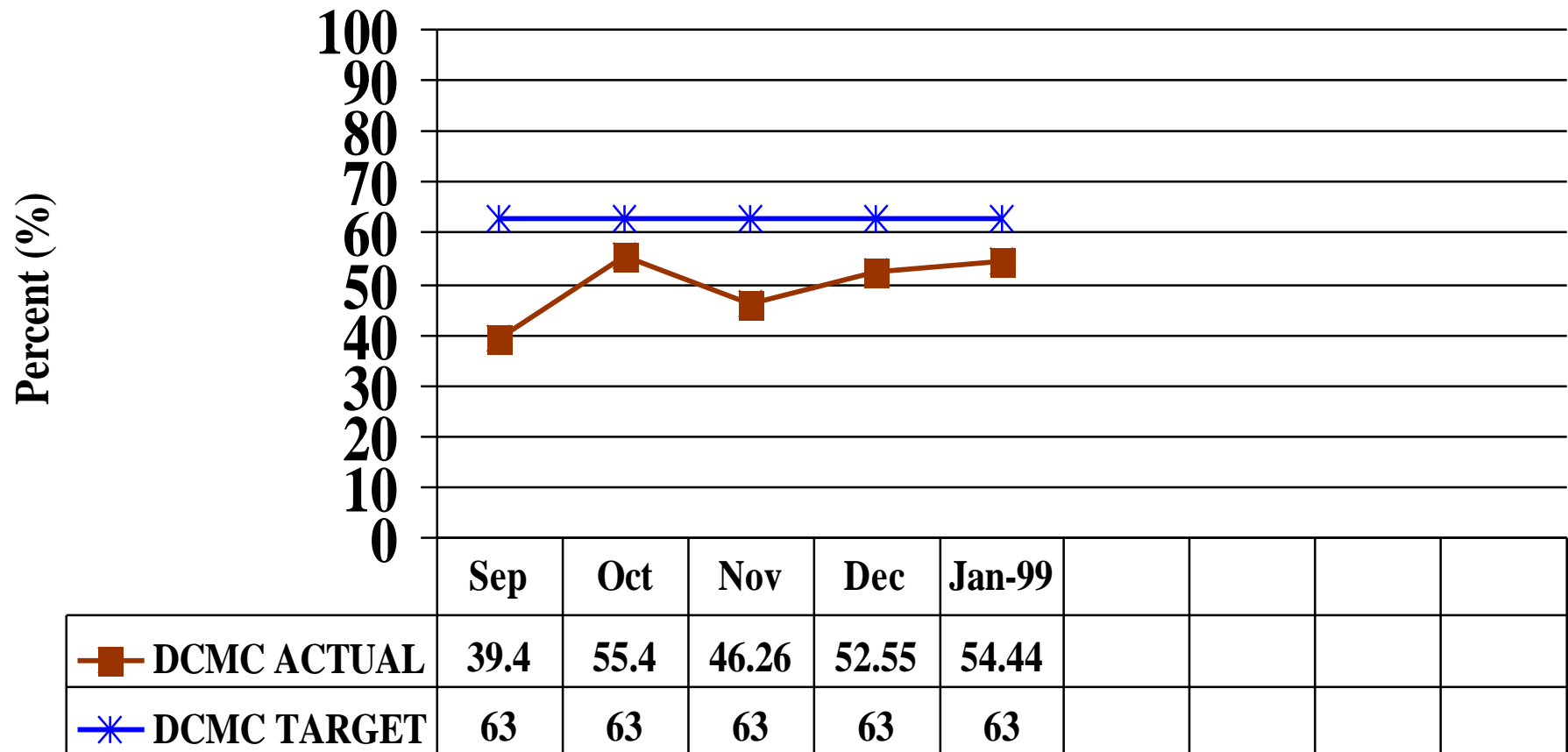
FY 99 Performance Plan (Continued)

Goal 3– Enable DCMC people to excel.	DCMC	East	West	Int'l
<ul style="list-style-type: none"> • Objective 3.2 – Build and maintain a positive work environment. 				
<ul style="list-style-type: none"> • (3.2.1) Achieve 100% closure of formal EEO complaint cases within the DLA cycle time of 112 days. 	Red	Yellow	Yellow	Green
<ul style="list-style-type: none"> • (3.2.2) Increase the number of EEO (formal and informal) complaint cases referred for ADR within the EEO process. 	Green	Green	Yellow	Green
<ul style="list-style-type: none"> • (3.2.3) Complete 100% of civilian performance appraisals and military evaluation reports on time. 	Red	Green	Green	Green
<ul style="list-style-type: none"> • (3.2.4) Improve 3 of the Top 10 Command-wide areas for improvement identified through the FY 1997 Internal Customer measurement. 	Red	N/A	N/A	N/A
<ul style="list-style-type: none"> • (3.2.5) Unfair Labor Practices (ULP) and Grievances filed with zero final decisions rendered against DCMC Command-wide. 	Green	Green	Green	Green

1.1.2 Improve the Percentage of On Time Deliveries

- **Performance Goal Description:** Improve the percent of on-time deliveries compared to Jun-Aug 98 baseline by 5%.
- **FY 99 Goal/Target:** 63% On-Time Deliveries
- **FY 99 Results:** 54.44%
- **Rating:** Yellow
- **Reason for not achieving goal:**
 - Inadequate responses to poor contractor performance
 - Data integrity
 - New Metric/Measurement Methods
- **Prediction of EOY Status/Position:** Green/63%

1.1.2 Improve the Percentage of On Time Deliveries



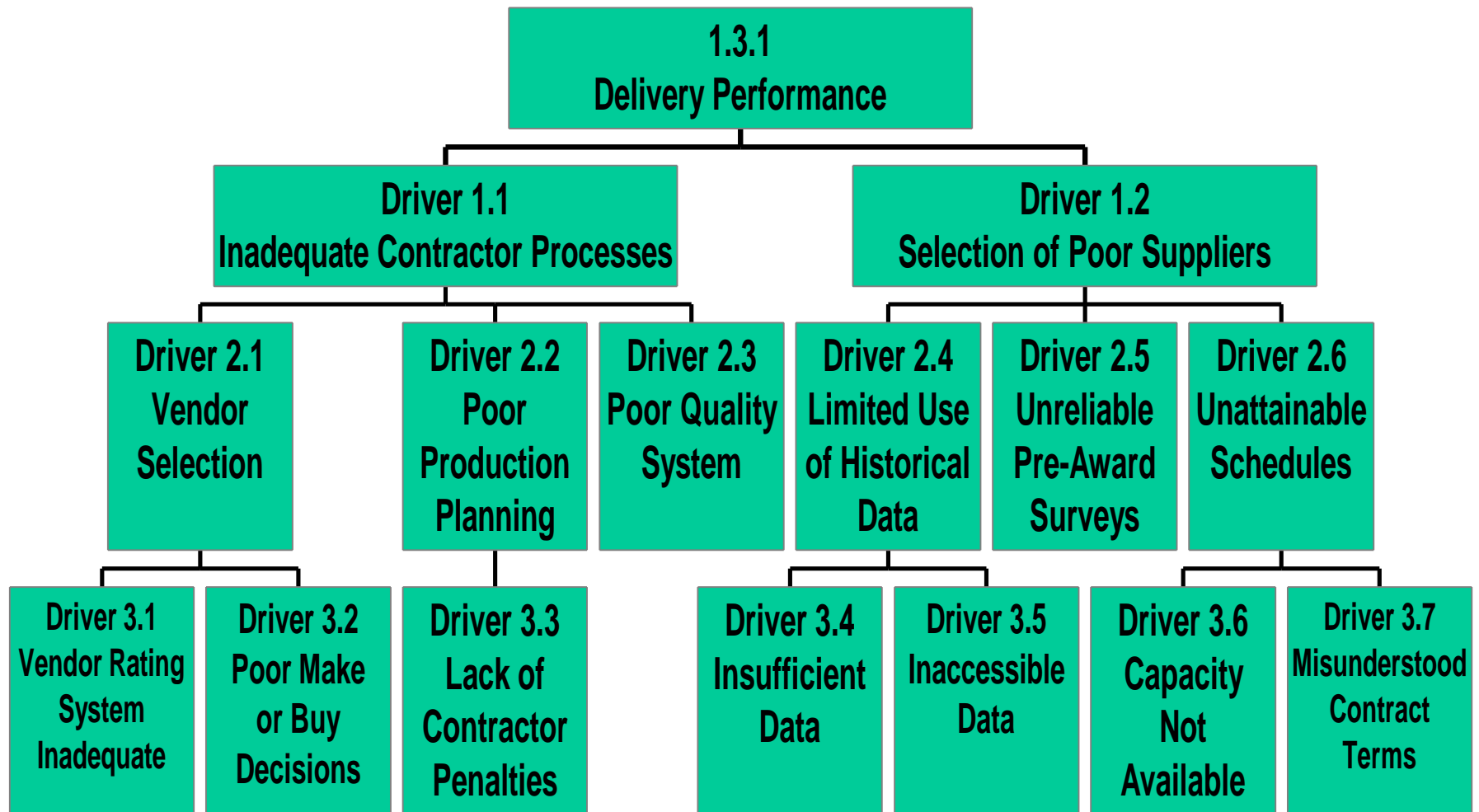
Performance Goal 1.1.2

Improve On-time Delivery Rates

- **Challenges to Overcome for FY 99**
 - Develop meaningful and reliable method for measuring delinquency rates.
 - Overcome data integrity issues.
 - Effect a mindset change on influencing contractor performance.
 - Identify root causes. Verify process drivers.

1.1.2 Improve the Percentage of On Time Deliveries

Process Drivers



Performance Goal 1.1.2

Improve On-time Delivery Rates

- DCMC-HQ FY 99 Objectives

- ⊗ Publish new “Delivery Management” One Book/guidebook.
- ⊗ Get Contractor Alert List (CAL) system up and running.
- ⊗ Enhance software tools (cubes & queries) to allow for efficient management of performance.
- ⊗ Verify root causes with Alerts phase II. Identify best practices at top performers.

1.1.2 Improve the Percentage of On Time Deliveries

Pacing CAOs (at least 250 deliverables)

HIGH

SIKORSKY HELICOPTER	90.00%
GE LYNN	80.69%
SEATTLE	78.30%
LOCKHEED MARTIN FED SYS O	75.80%
BELL HELICOPTER/TEXTRON	72.95%
PRATT WHITNEY-E. HARTFORD	69.23%
CHICAGO	66.87%
WICHITA	66.00%
ATLANTA	65.49%
SYRACUSE	65.19%

LOW

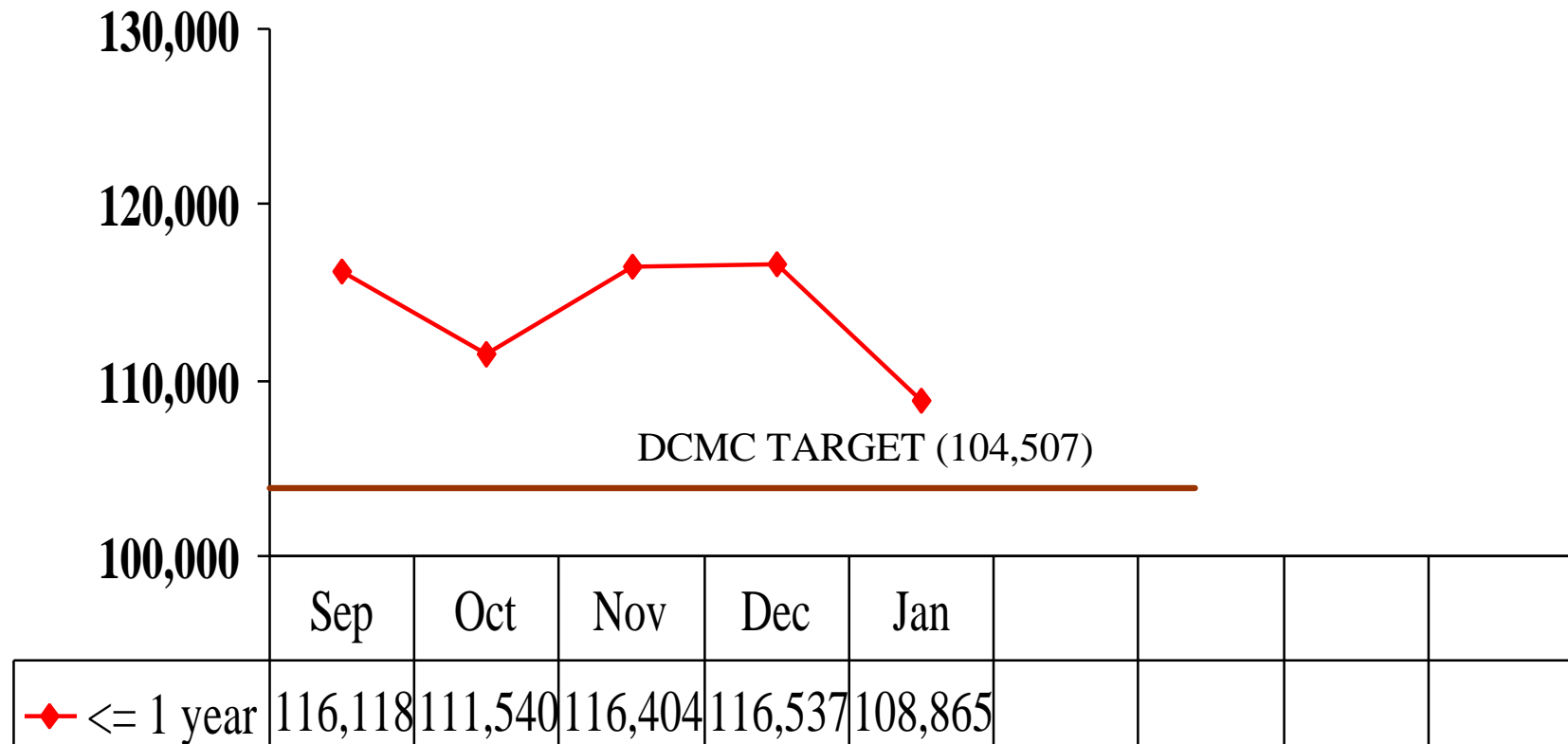
BOSTON-GTE	23.92%
AMERICAS-PUERTO RICO	27.02%
RAYTHEON	28.71%
DAYTON	32.65%
BIRMINGHAM	34.22%
BALTIMORE	34.50%
BOSTON-MANCHESTER	36.52%
PHILADELPHIA	36.57%
NEW YORK	36.73%
SAN DIEGO	37.48%

1.1.3 - Reduce the Number of Outstanding Delinquencies

- **Performance Goal Description:** Reduce the number of delinquencies less than one year late by 10% and eliminate 100% of delinquencies more than a year old.
- **FY 99 Goal/Target:** Reduce delinquencies over a year late from 135,442 to 0. Reduce delinquencies less than or equal to one year late from 116,118 to 104,507.
- **FY 99 YTD Results:** 120,340 > 1 yr (-11%); 108,865 ≤ 1 yr (-6.2%)
- **Rating:** Red for delinquencies >1 year; Green for delinquencies ≤ 1 year.
- **Reasons For Not Achieving Goal:** Resources and Know How

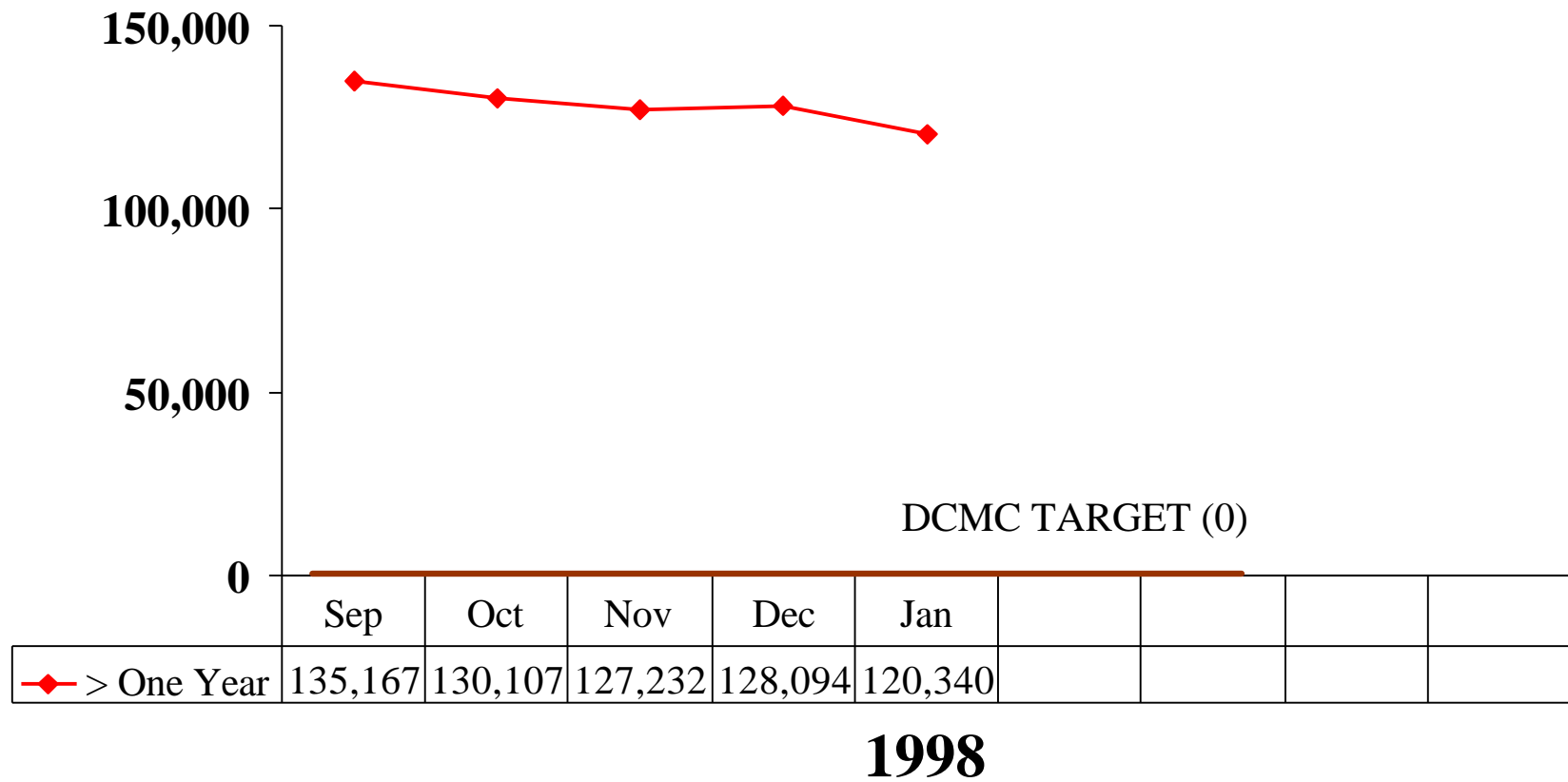
Performance Goal 1.1.3

Reduction of Delinquencies ≤ 1 Year Late



Performance Goal 1.1.3

Reduction of Delinquencies > 1 Year Late



Performance Goal 1.1.3

Reduce Outstanding Delinquencies

- DCMC-O Strategy

- Publish guidance for efficiently eliminating “paper delinquencies” and moving contracts into physically complete status.
- Enhance software tools (cubes & queries) to allow for efficient management of performance.
- Verify process drivers/Root causes. Identify best practices at top CAOs.

1.1.3 Reduce the Number of Delinquencies Pacing CAOs (> One Year Late)

HIGH

CHICAGO	-45.00%
SAN ANTONIO	-43.50%
STEWART-STEVENSON	-35.55%
HUGHES-TUCSON	-35.48%
AMERICAS (INTERNATIONAL)	-30.88%
SAN FRANCISCO	-29.99%
ST. LOUIS	-29.71%
INDIANAPOLIS	-26.35%
TWIN CITIES	-22.47%
NEW YORK	-22.07%

LOW

CLEARWATER	14.27%
BELL HELICOPTER/TEXTRON	13.85%
ORLANDO	12.07%
BIRMINGHAM	11.43%
PITTSBURGH	8.01%
LONG ISLAND	7.11%
GRUMMAN AEROSPACE	5.83%
SAN DIEGO	5.14%
PHOENIX	4.24%
SEATTLE	3.66%

1.1.3 Reduce the Number of Delinquencies Pacing CAOs (<= One Year Late)

HIGH

PACIFIC	-68.28%
DENVER	-35.49%
CHICAGO	-34.32%
GRUMMAN AEROSPACE	-33.53%
CLEVELAND	-30.63%
SOUTHERN EUROPE	-29.43%
DAYTON	-28.76%
SAN ANTONIO	-28.01%
DOUGLAS AIRCRAFT -LONG BEACH	-25.95%
MCDONNELL DOUGLAS-ST LOUIS	-25.32%

LOW

BALTIMORE(VA)	72.28%
E-SYSTEMS	41.11%
GTE	29.84%
PITTSBURGH	29.13%
AMERICAS	28.83%
PRATT & WHITNEY West Palm Beach	12.79%
TWIN CITIES	18.42%
ORLANDO	12.43%
STEWART & STEVENSON	11.62%
BOSTON	11.53%

Performance Goal 1.1.5

Schedule Slippages and Cost Overruns on Major DoD Programs

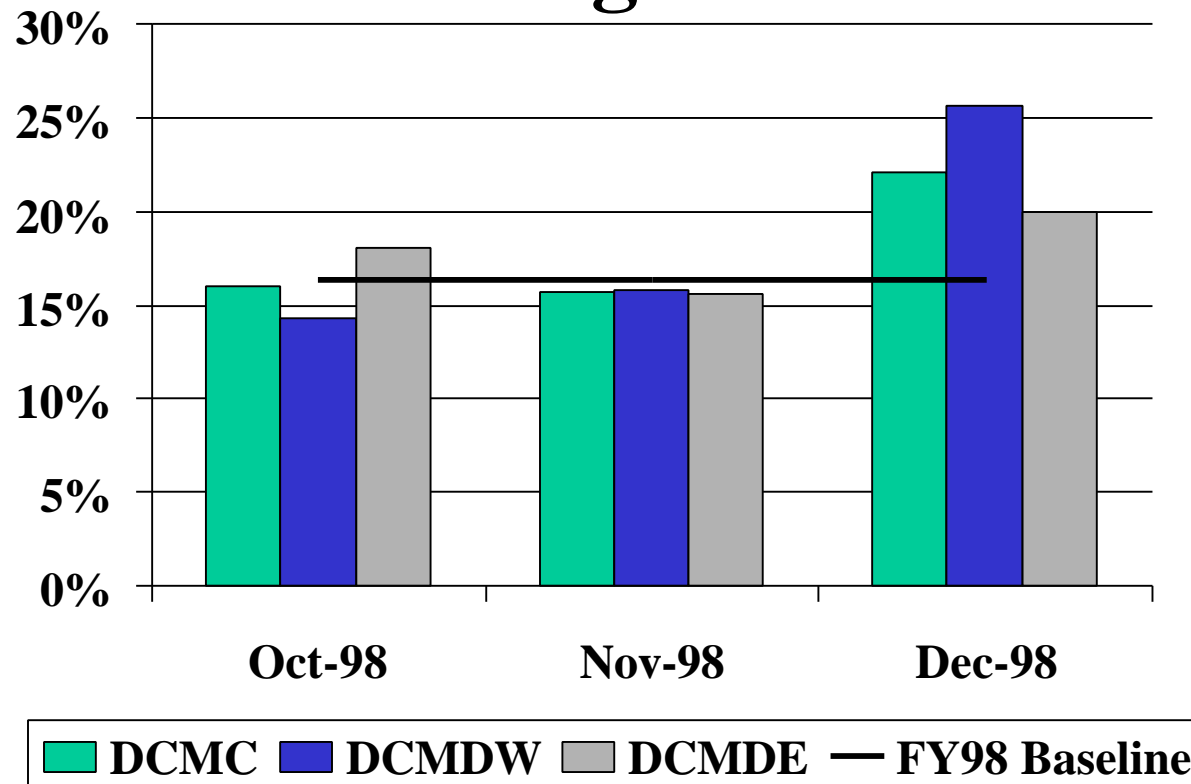
- **Task Description:** Reduce the number of DoD programs with cost overruns and/or schedule slippages greater than 10%
- **FY99 Planned Goal/Target:** FY98 Baseline determined by using final three months of FY 98 DIRAMS Data (16.3% for schedule and 16.1% for cost).
- **FY99 Actual Results:** Tasking Memorandum 99-73 has resulted in a marked improvement in the accuracy of DIRAMS data. However, there is still some amount of variability in the data (Oct-Dec 98).
- **FY00 Action:** Performance Goal should be revised to reflect a process(es) where DCMC has more influence.
- **HQ Process Owner:** William Gibson
- **Rating:** Green*

Performance Goal 1.1.5

Schedule Slippages and Cost Overruns on Major DoD Programs

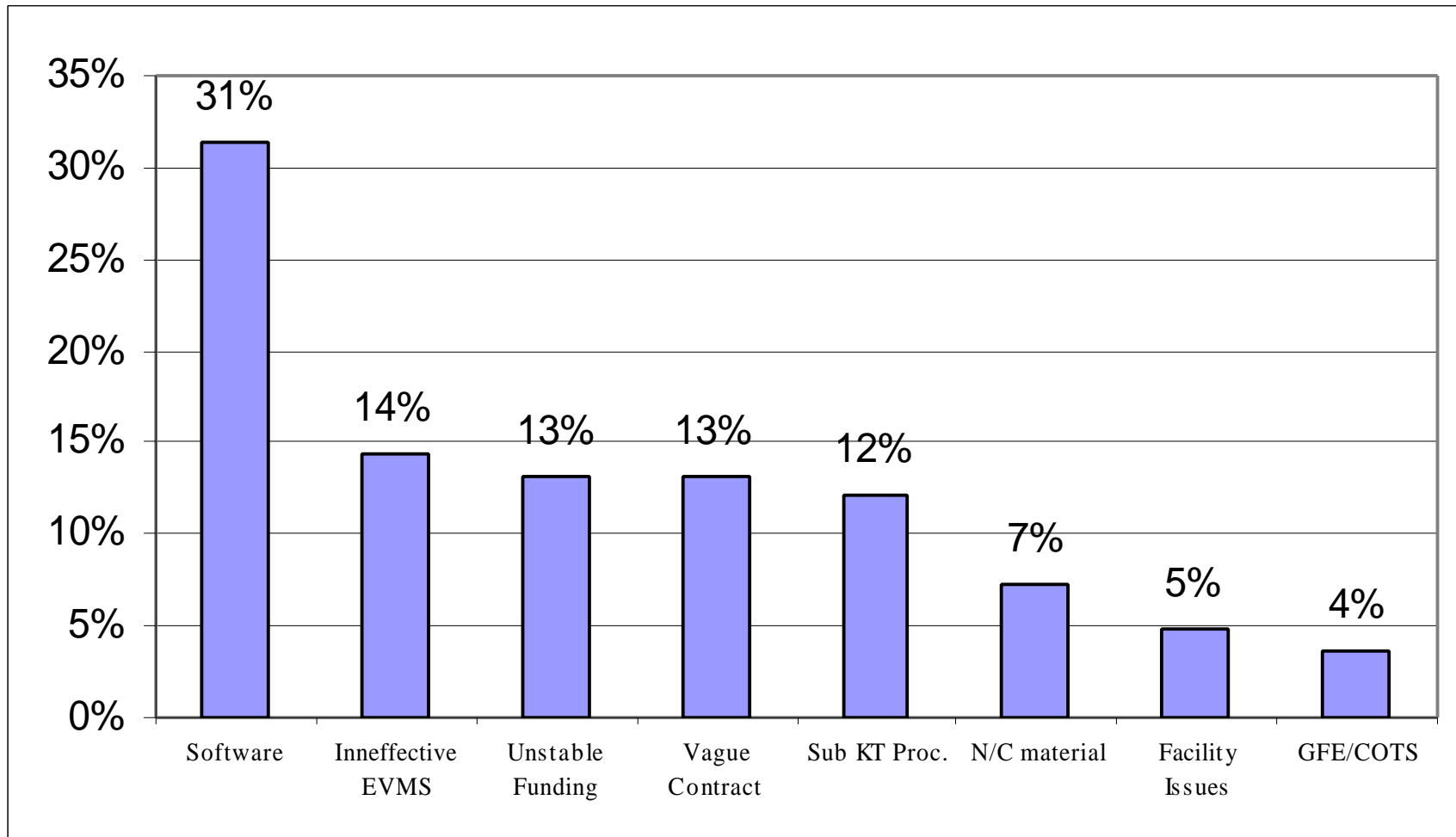
- December 98 represents 40% of data entry. This is attributed to the built in time lag of receiving and entering CPR or C/SSR data. Typical cycle time is 6 weeks. Data is pulled from EV Cube built on 1 Feb 99.
- Therefore, Color Rating should not be based on the last MMR month of data for this metric.
- Data pulled on 17 Feb 99 changed the percentages for December:
 - 22.1% to 16.1% for Schedule
 - 17.3% to 13.6% for Cost
 - Both under the FY98 Baseline

Schedule Slippages on Major DoD Programs

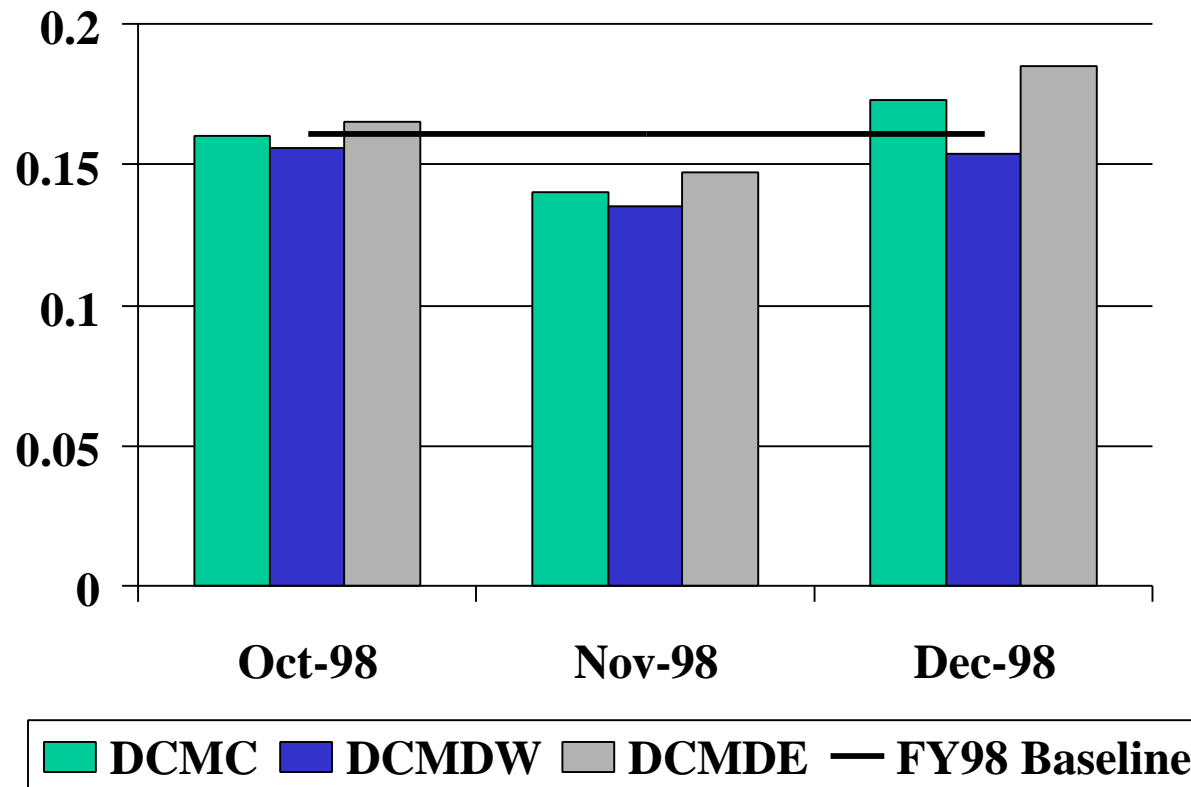


Schedule Slip on Major DoD Programs

Top Process Drivers

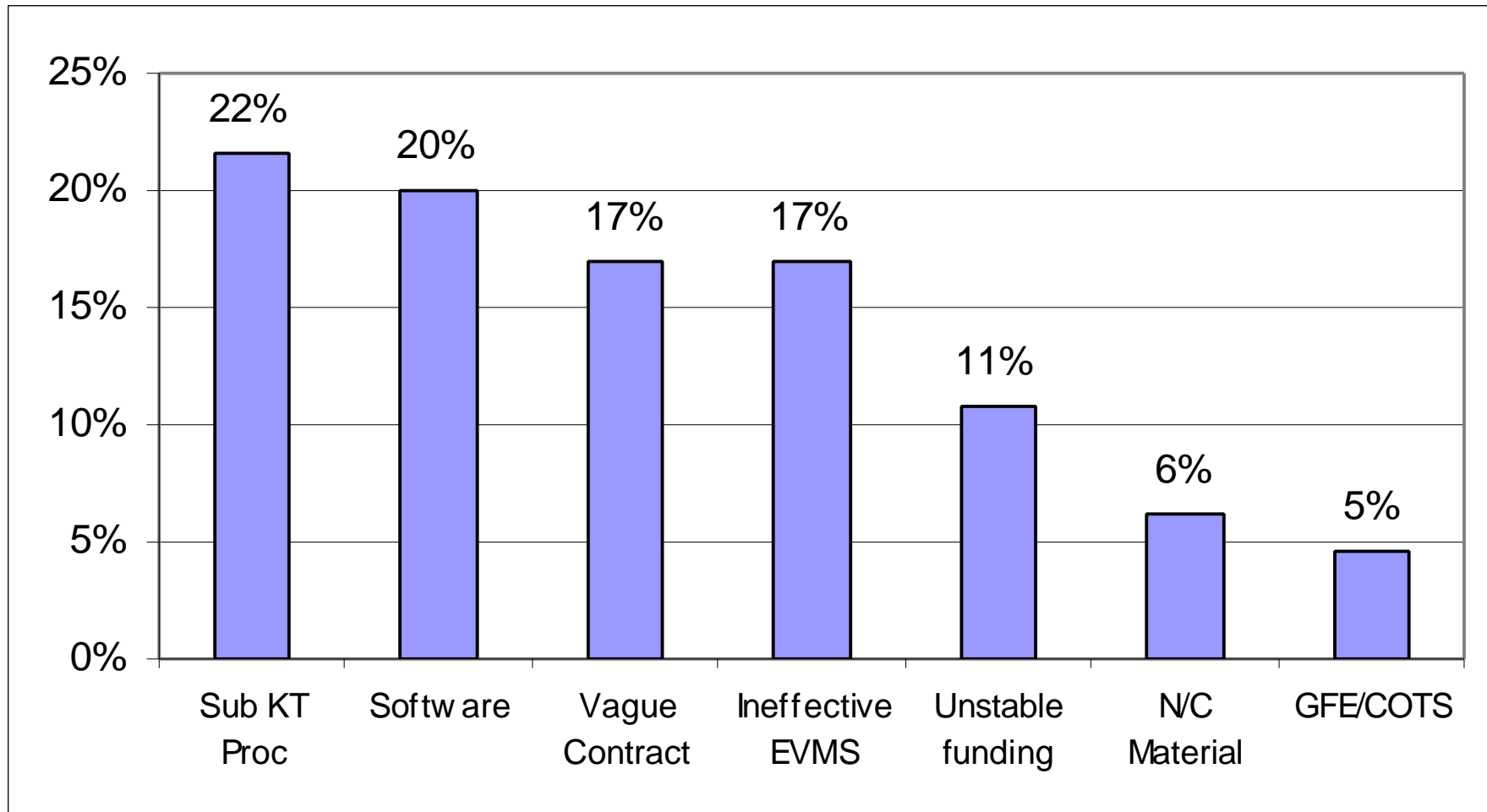


Cost Overruns on Major DoD Programs



Cost Overruns on Major DoD Programs

Top Process Drivers

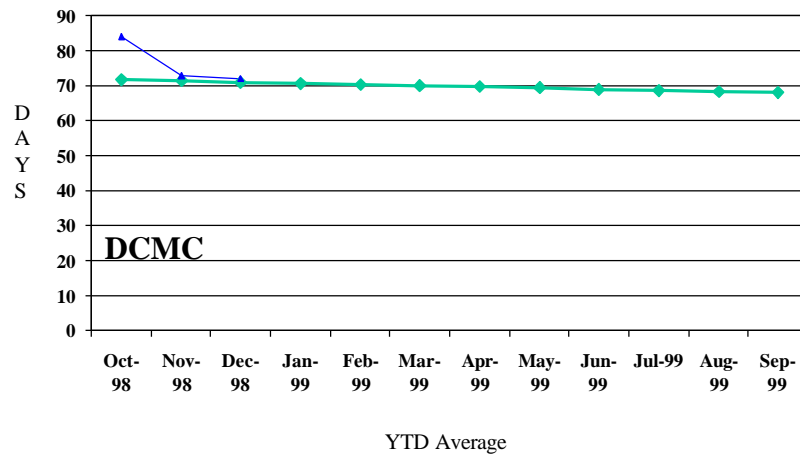


1.1.6 - ECP Cycle Time

- **Performance Goal Description:** Ensure timeliness of Class I Engineering Change Proposal (ECP) implementation by reducing Class I ECP cycle time - from contractor submission to Procuring Contracting Officer (PCO) disposition
- **FY 99 Goal/Target:** 68 days average cycle time per ECP
- **FY 99 YTD Results:** 71 days average cycle time through December
- **Rating:** Yellow
- **HQ Process Owner:** Aristides Maldonado

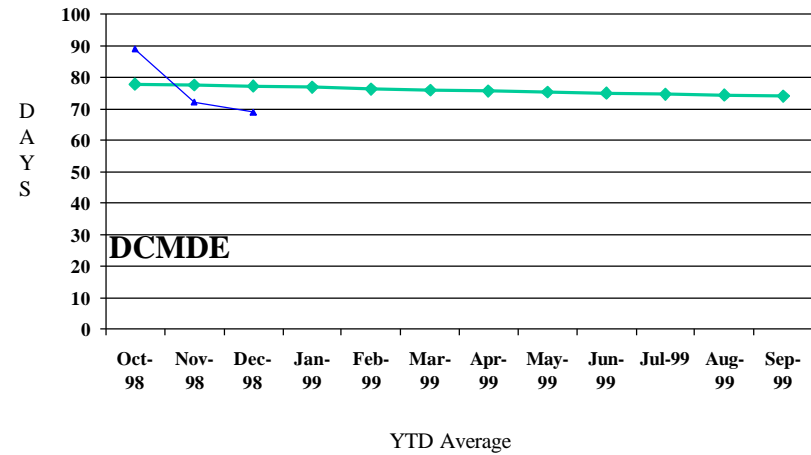
1.1.6 Class I ECP Cycle Time

(from Contractor submission to PCO disposition)



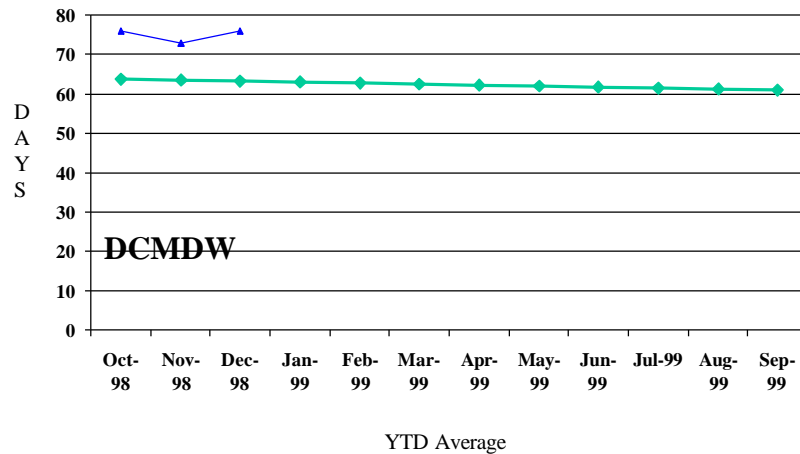
1.1.6 Class I ECP Cycle Time

(from Contractor submission to PCO disposition)



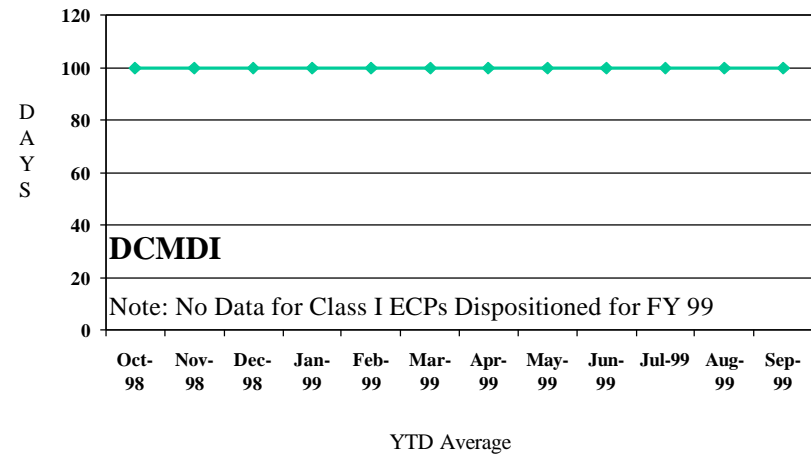
1.1.6 Class I ECP Cycle Time

(from Contractor submission to PCO disposition)



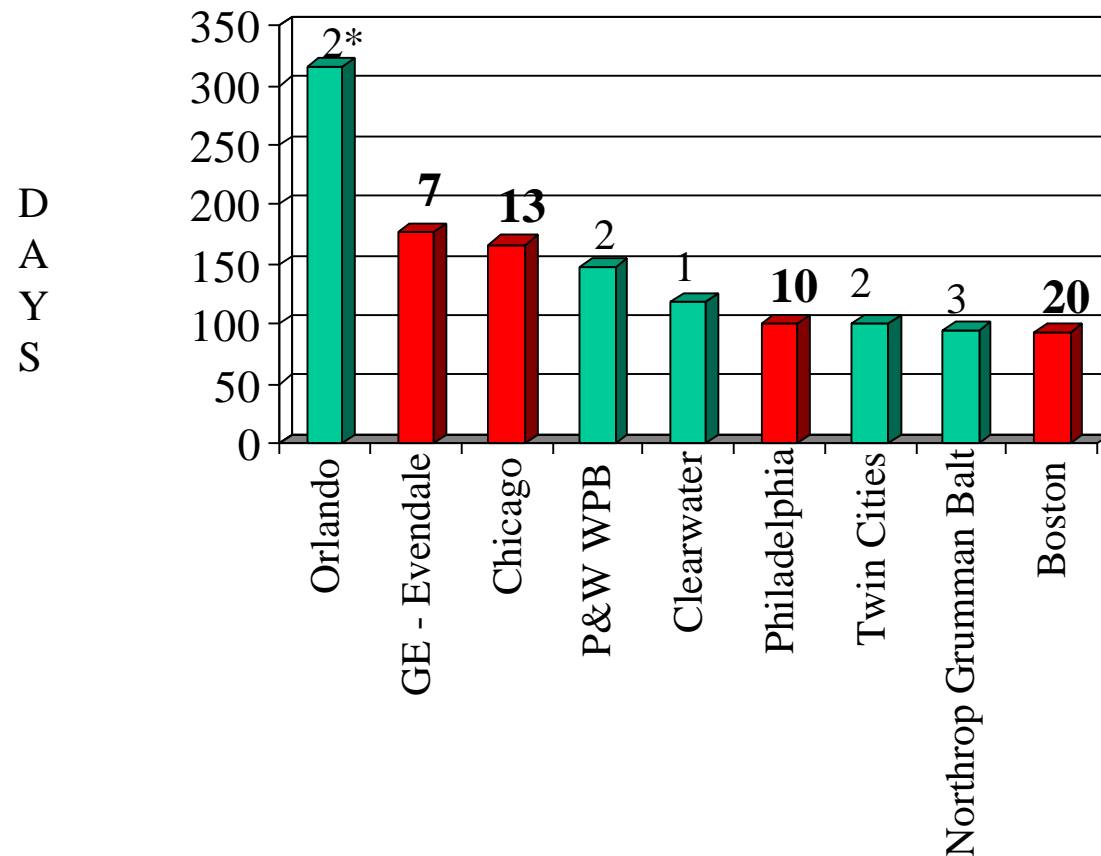
1.1.6 Class I ECP Cycle Time

(from Contractor submission to PCO disposition)



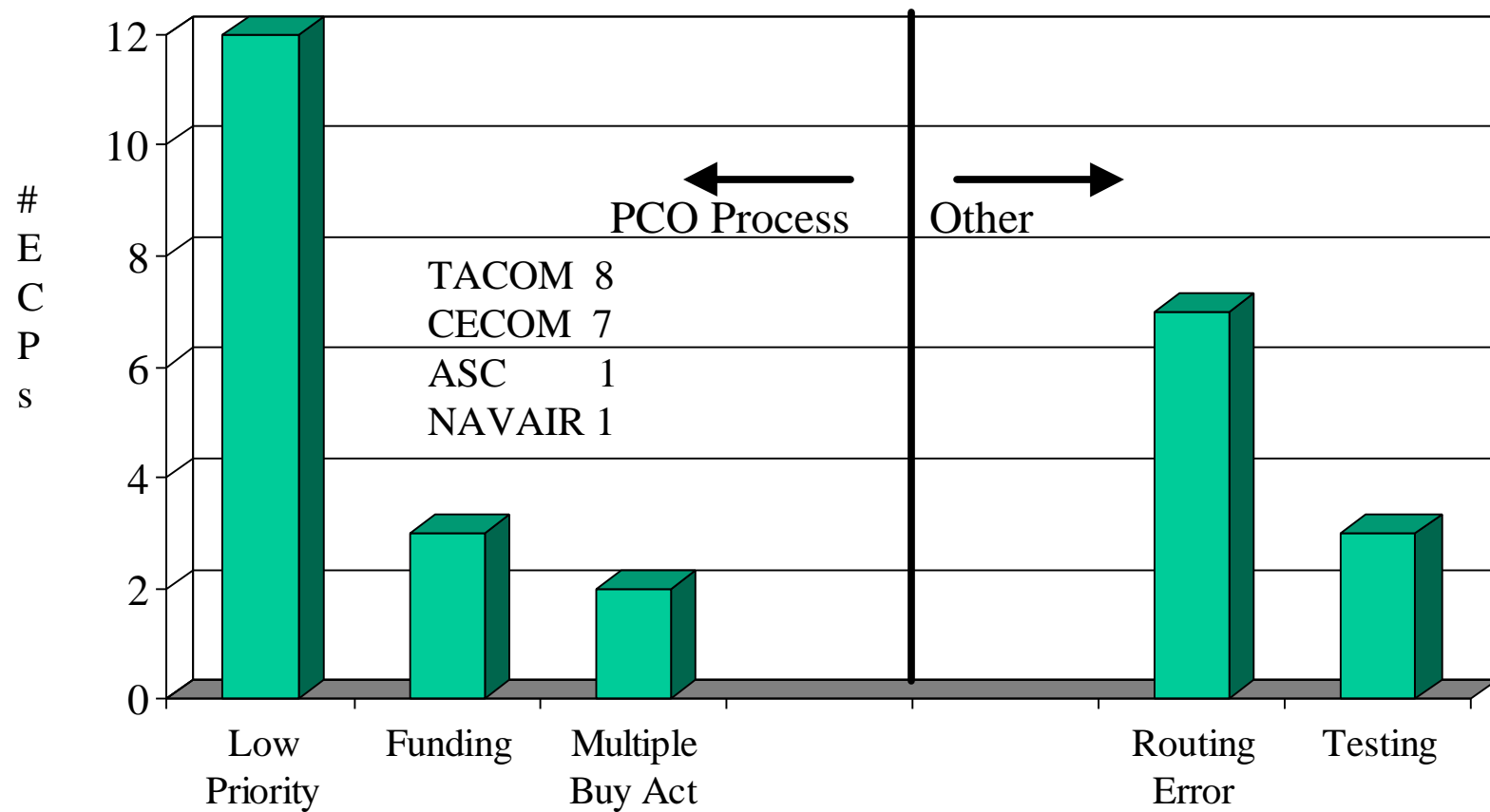
CAO with High ECP Cycle Times

Oct-Dec 98 (10 CAOs >90 days)



*No. of Class I ECPs in cycle time

High ECP Cycle Time Drivers Oct-Dec 98



1.1.6 - Outlook

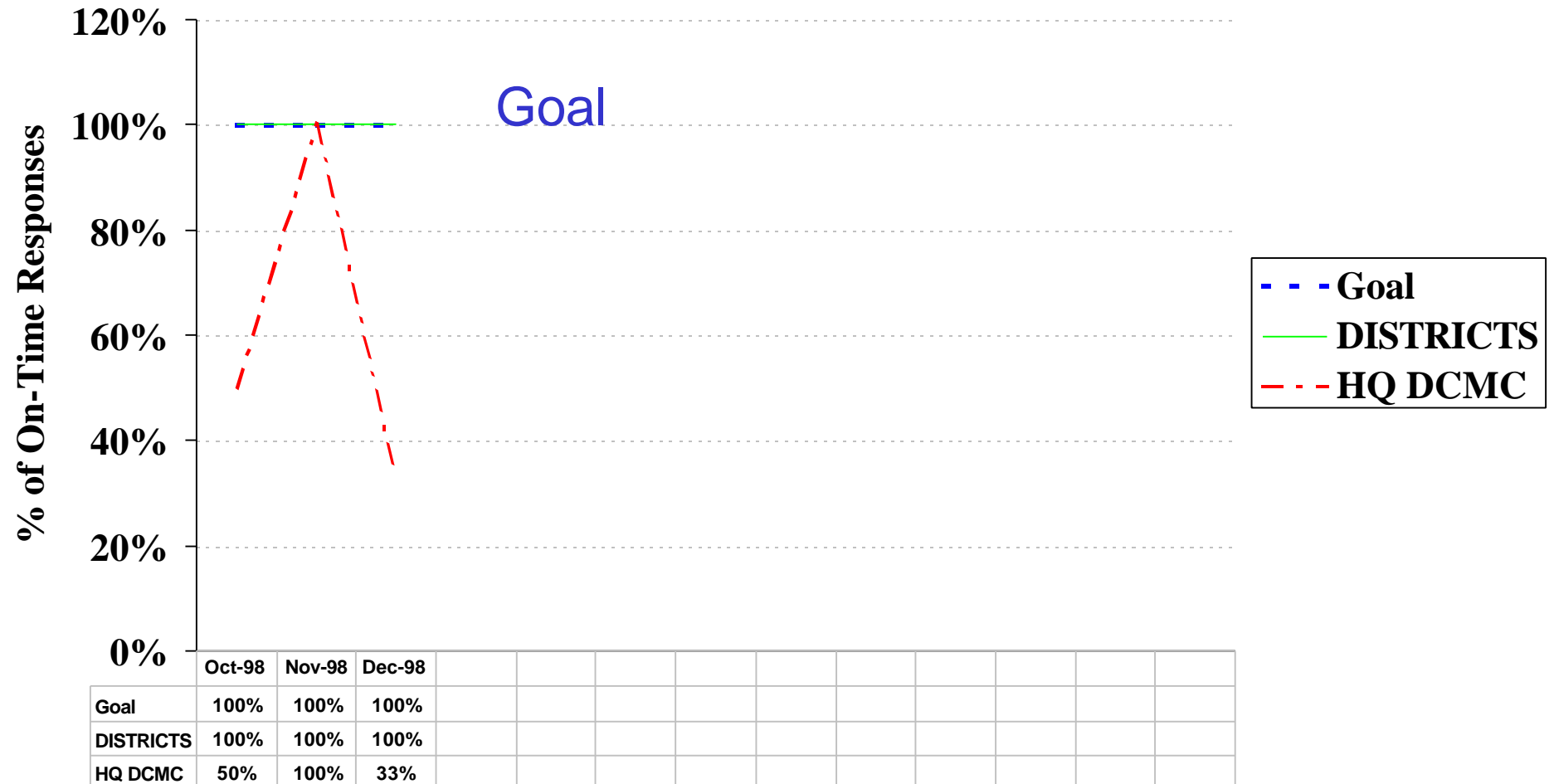
- **Concern:**
 - **Backlog :** 918 ECPs awaiting disposition with an average age of 590 days. A 68 day goal requires a < 600 ECP backlog.
 - Sep 98 Backlog was 523 ECPs.
- **Planned Actions:**
 - Analyze the following by District, CAO and Buying Office (Use 6 months of data) :
 - Backlog - Looks at the future
 - High Cycle Time ECPs - The Problem?
 - Low Cycle Time ECPs - The Solution?
 - Use Analysis to Identify Buying Offices/Programs with consistently high cycle times and discuss with DCMC Liaison.

Performance Goal 1.2.8 - Congressional Suspenses

- **Performance Goal Description:** Complete 100% of Congressional suspenses on time
- **FY99 Goal/Target:** 100%
- **FY99 YTD Results:** 75%
- **Rating:** Red
- **Reason For Not Achieving Goal:**
 - Districts Met the Goal; HQ is the problem
 - Planned Action: HQ DCMC suspense process being reengineered
 - DCMC-BA focal point
 - Handcarry to responsible office
 - Allow adequate time for review and approval
- **HQ process owner:** Patricia McGuire, DCMC-BA

Performance Goal 1.2.8 - Congressional Suspenses

On-Time Response Percentage

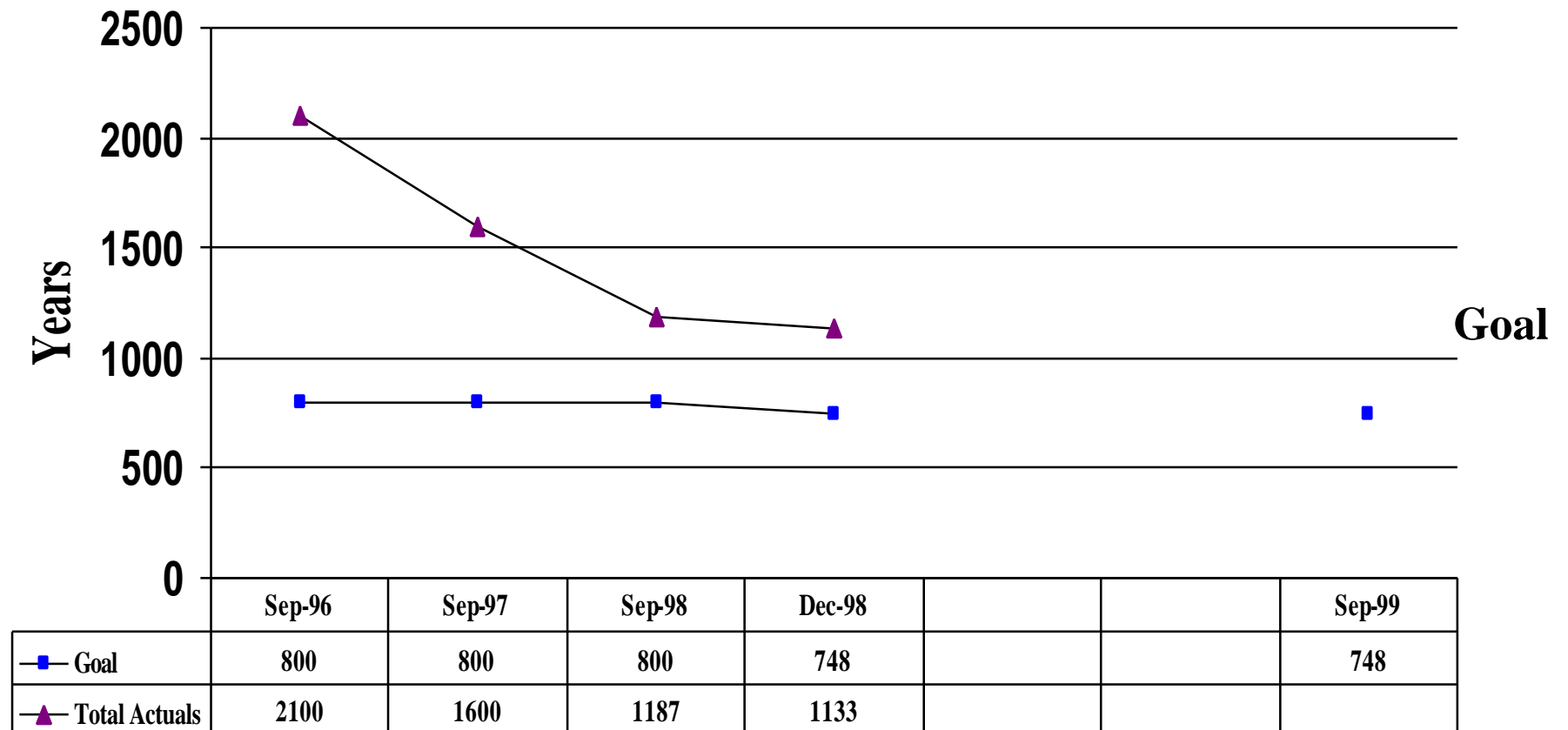


Performance Goal 2.1.1 - Open Overhead Negotiations

- **Performance Goal Description:** Achieve final overhead negotiations within a two or three year cycle for major and non-major contractors respectively. DCAA's definition of a major contractor (over \$80 million of auditable dollar volume) will be used in determining whether a location is major or non-major.
- **FY99 Goal/Target:** 748 years comprised of 388 Majors and 360 Non-Majors
- **FY99 YTD Results:** 1133 Open Overhead Years, which is made up of 617 Majors and 516 Non-Majors.
- **Rating:** Red.
- **Reason for not achieving goal:** The goal was not achieved primarily due to it taking longer to work the backlog (DCAA cycle time).
Litigation and Investigations.
- **HQ process owner:** Glenn Gulden (703) 767-3406

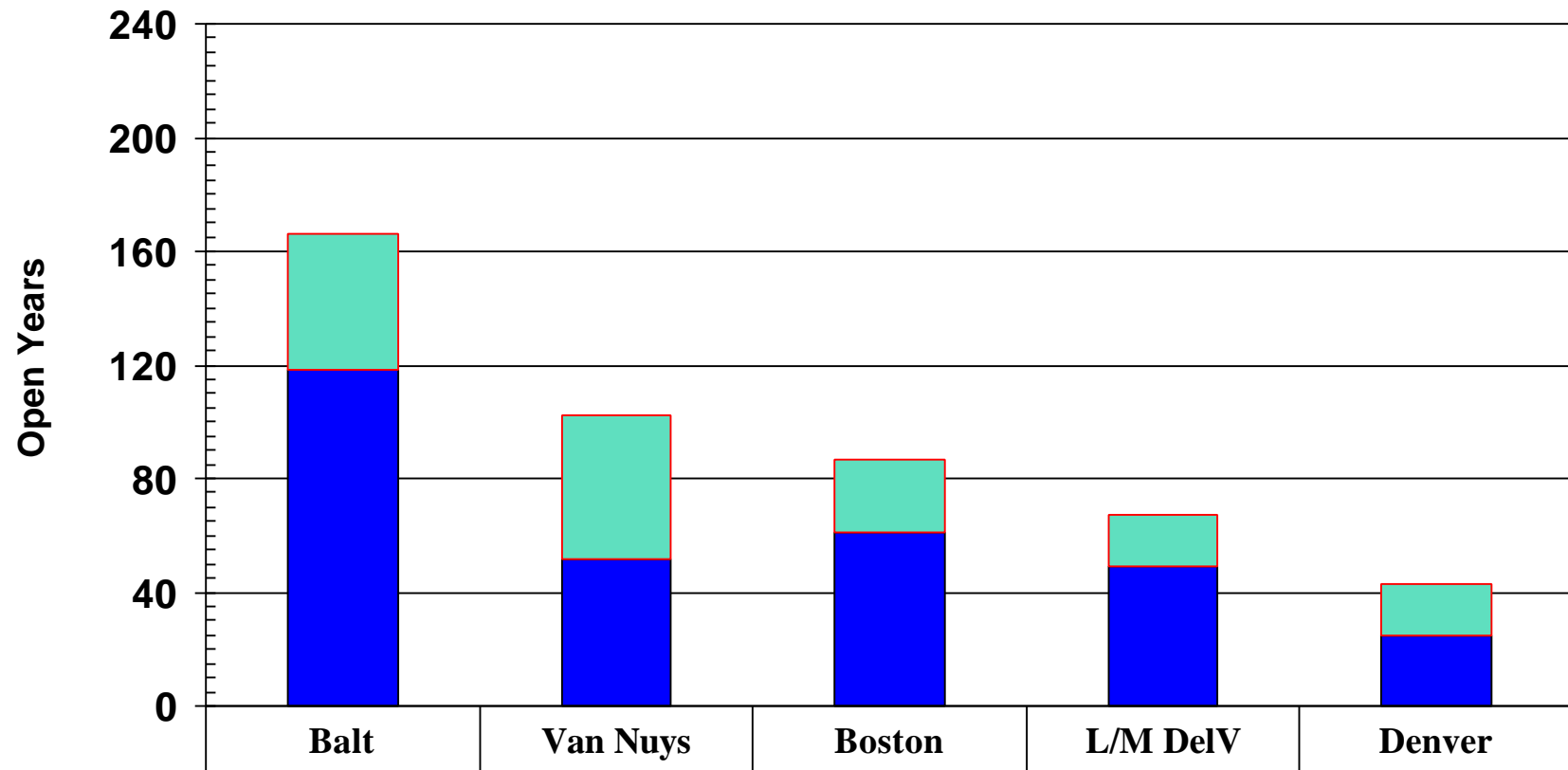
Performance Goal 2.1.1 - Open Overhead Negotiations

OVERHEAD NEGOTIATION STATUS



Performance Goal 2.1.1 - Open Overhead Negotiations

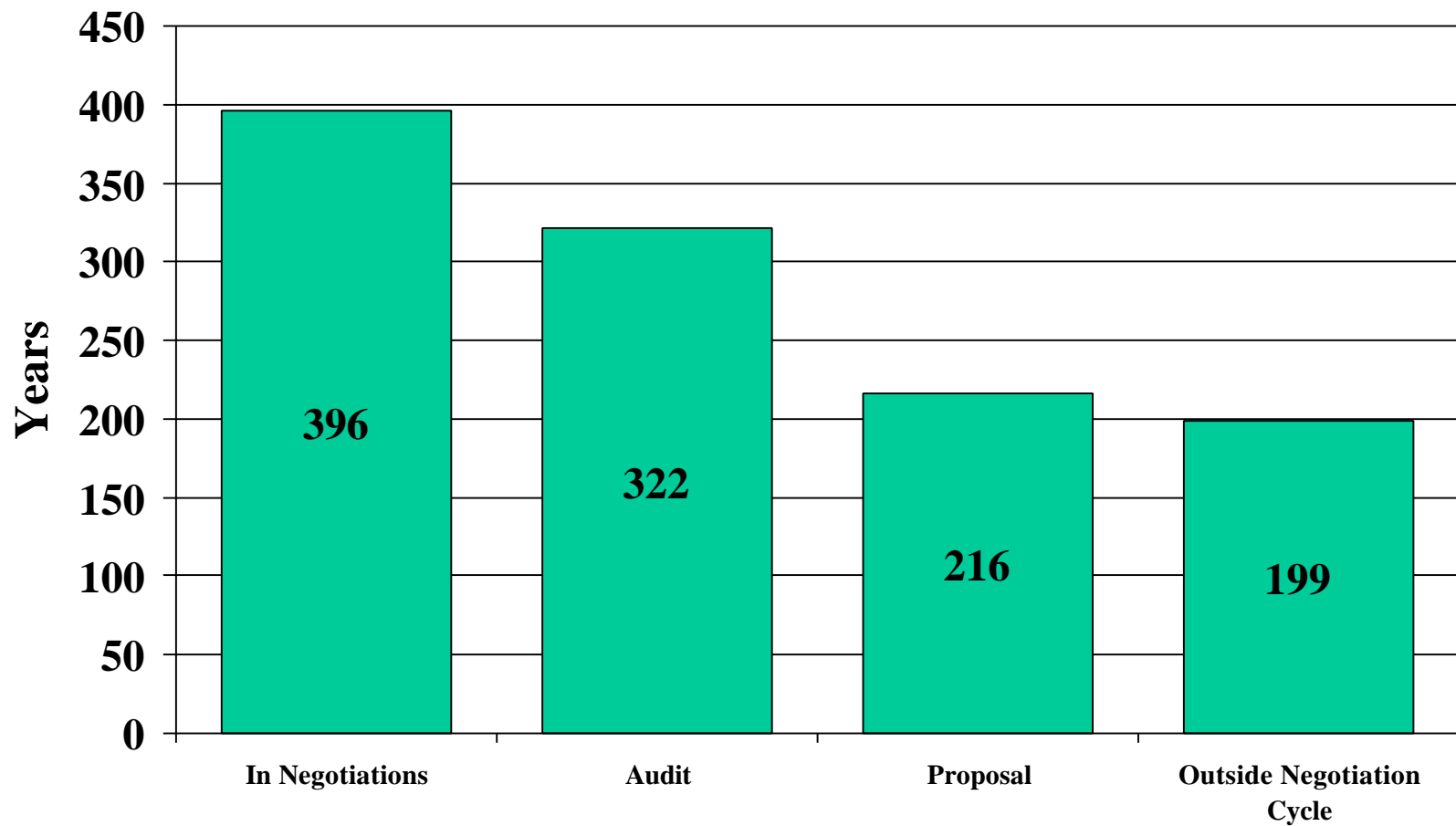
Pacing CAOs



OVERAGE	48	50	26	18	18
WORKLOAD	118	52	61	49	25

Performance Goal 2.1.1 - Open Overhead Negotiations

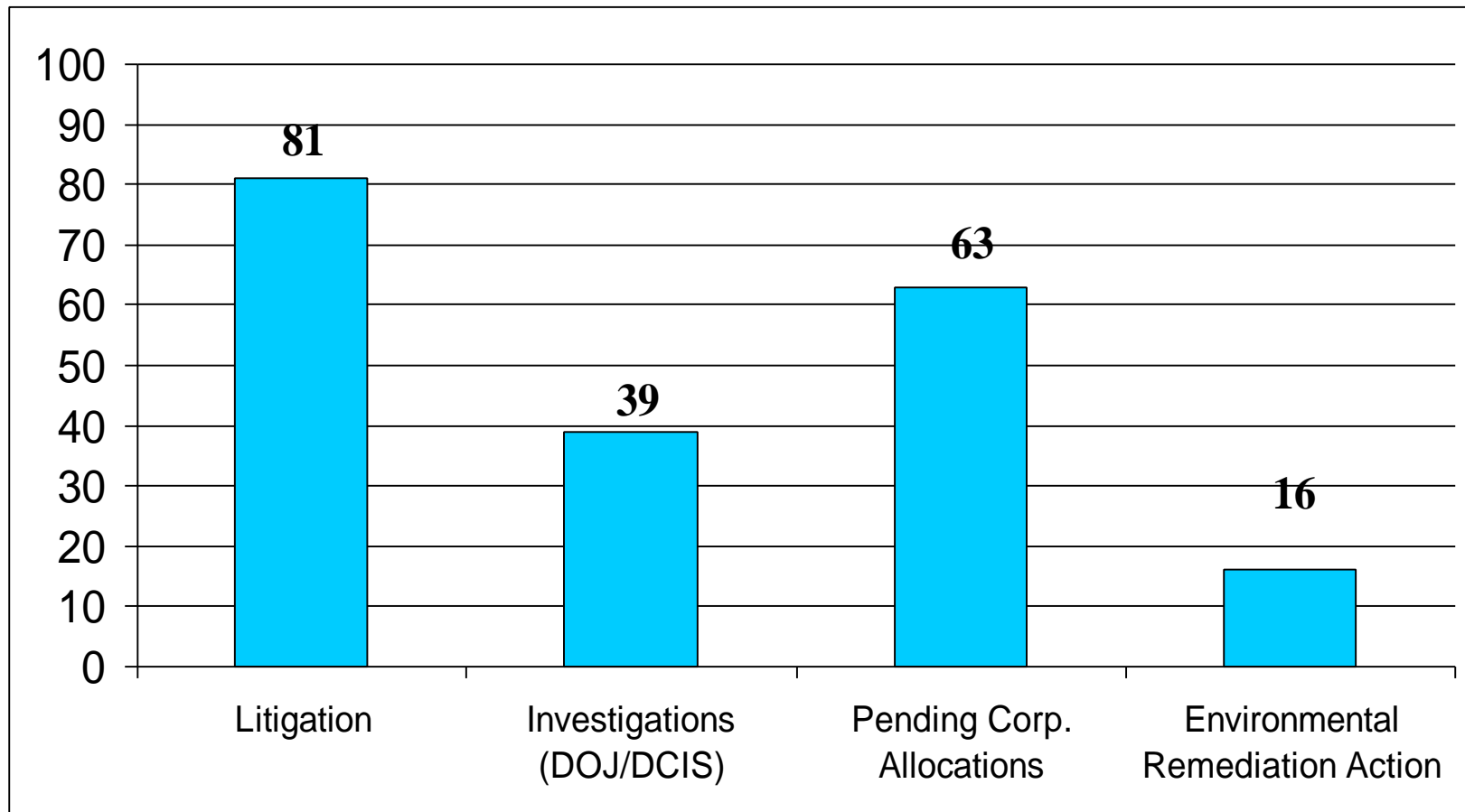
ROOT CAUSE ANALYSIS



Task 2.1.1 - Establishing Overhead Rates

Root Cause Analysis

Pending Outside Action



Performance Goal 2.1.1 - Open Overhead Negotiations

Corrective Action

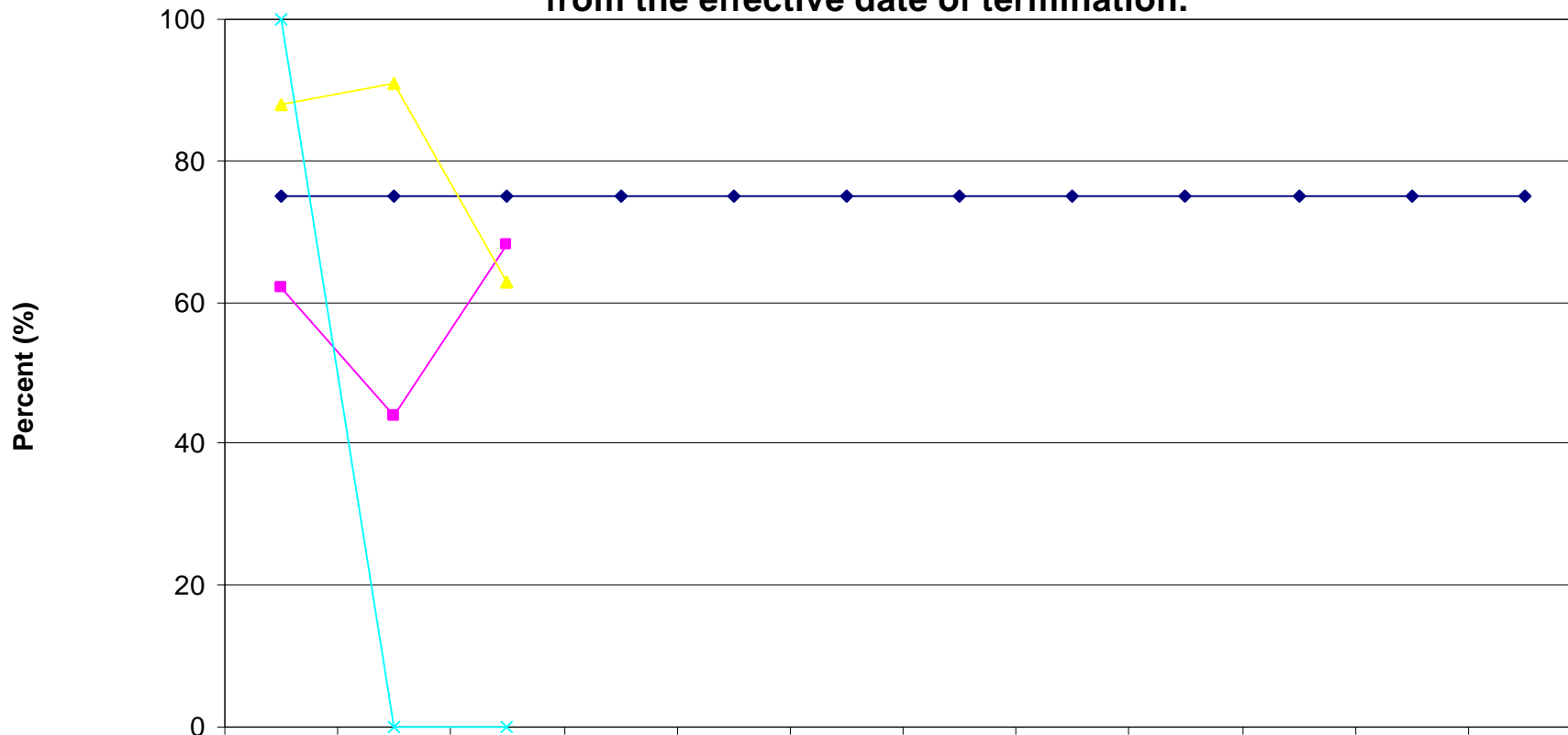
- Continue to review individual CAO performance and corrective actions through monthly reporting using AMS and visits and assist as necessary.
- DCMC Overhead Center to support Open Overhead issues.
- Disseminate best practices in support of Overhead settlement.
- Continue review of delinquent proposals.

Performance Goal 2.1.4 - Terminations

- **Performance Goal Description:** Ensure that all termination dockets are closed within 450 days from date of termination.
- **FY99 Goal/Target:** Close 75% within 450 days
- **FY99 YTD Results:** 70% of the dockets closed within 450 days
- **Rating:** YELLOW
- **Reason For Not Achieving Goal:**
 - High percentage of the dockets beyond the mid-point
- **HQ Process Owner:** Cynthia Brice, DCMC-OE

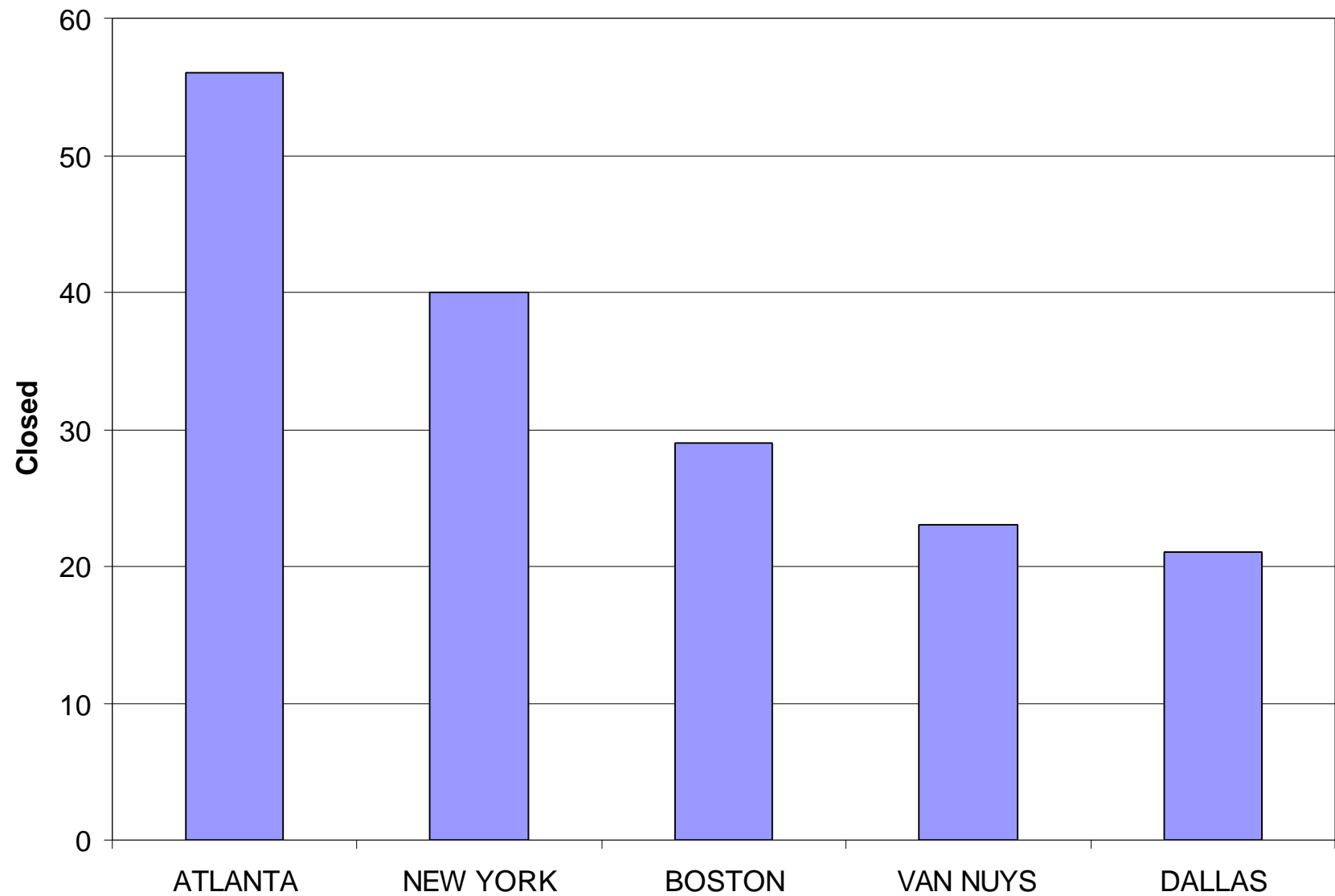
Performance Goal 2.1.4 - Terminations

Performance Goal 2.1.4
Close 75% of termination dockets within 450 days
from the effective date of termination.

[illegible]

Performance Goal 2.1.4 - Terminations

PACING CAOs



Performance Goal 2.1.4 - Terminations

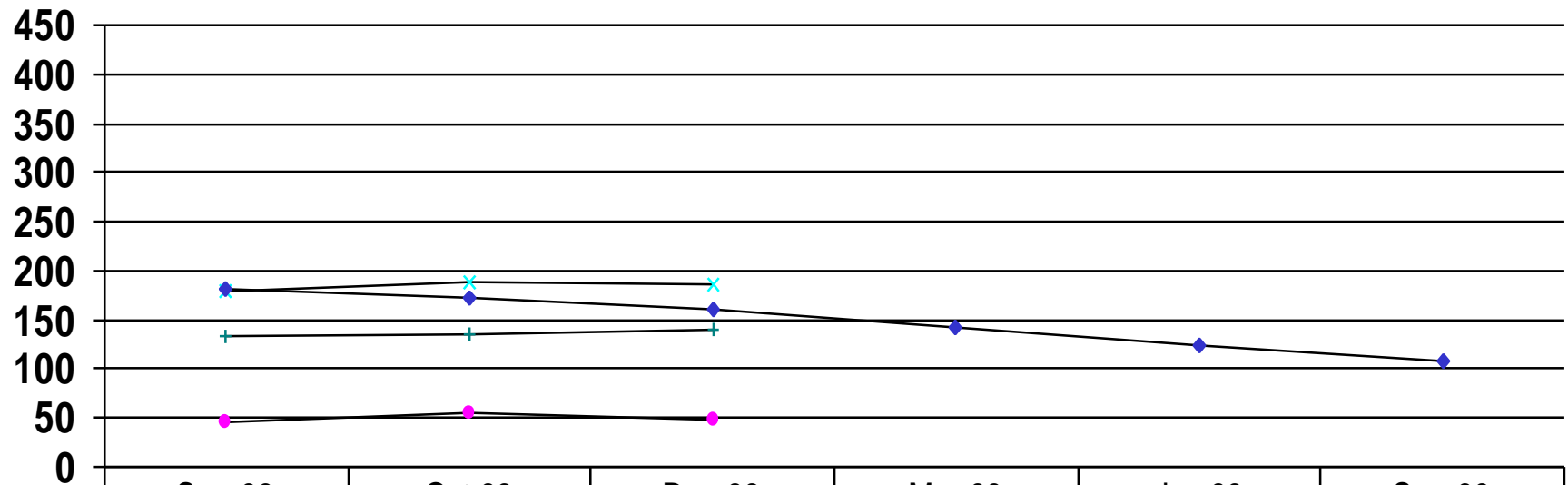
Corrective Actions

- Developed Impromptu cubes to give management visibility on workload aging.
- Revising the outdated termination manual (DLAM 8110) into a guidebook.
- Continuing to work the burndown plan to eliminate dockets terminated prior to 1 Oct. 96.

Performance Goal 2.1.5 - CAS Noncompliance Reports

- **Performance Goal Description:** Reduce the FY 98 year-end backlog of overage CAS Noncompliance Reports (over one year from the date of issuance) by 40%
- **FY99 Goal/Target:** 107 overage CAS noncompliance reports
- **FY 99 YTD Results:** 187 overage CAS noncompliance reports
- **Rating:** RED
- **Reason For Not Achieving Goal:** There were a large number of CAS noncompliance reports that went from the 6-12 month category to >12 months (overaged) during the 1st quarter FY 99.
- **HQ Process Owner:** Tricia Kobus (703) 767-3401

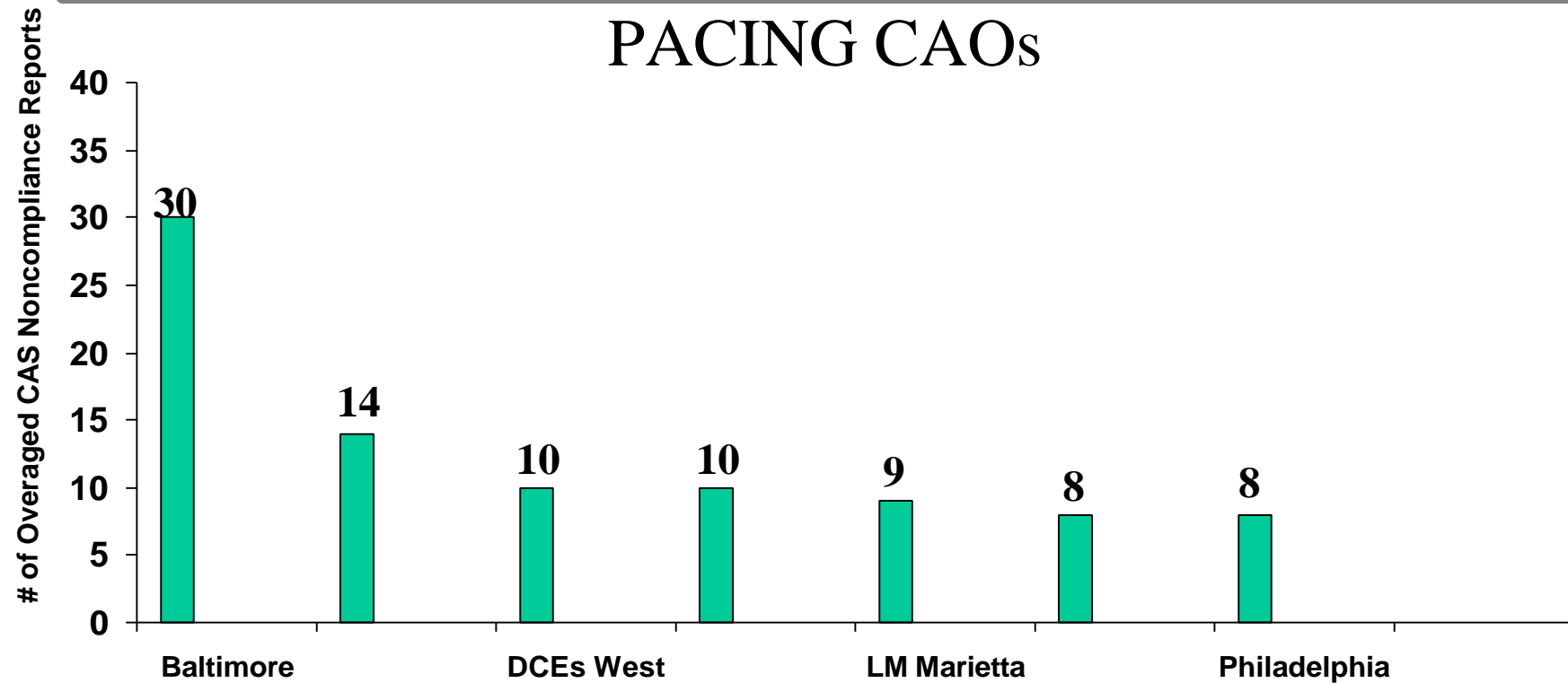
Performance Goal 2.1.5 - CAS Noncompliance Reports



	Sep-98	Oct-98	Dec-98	Mar-99	Jun-99	Sep-99
—+— East	133	135	139			
—•— West	45	54	48			
—x— International						
—x— DCMC Total	178	189	187			
—◆— DCMC Goal	181	172	160	142	124	107

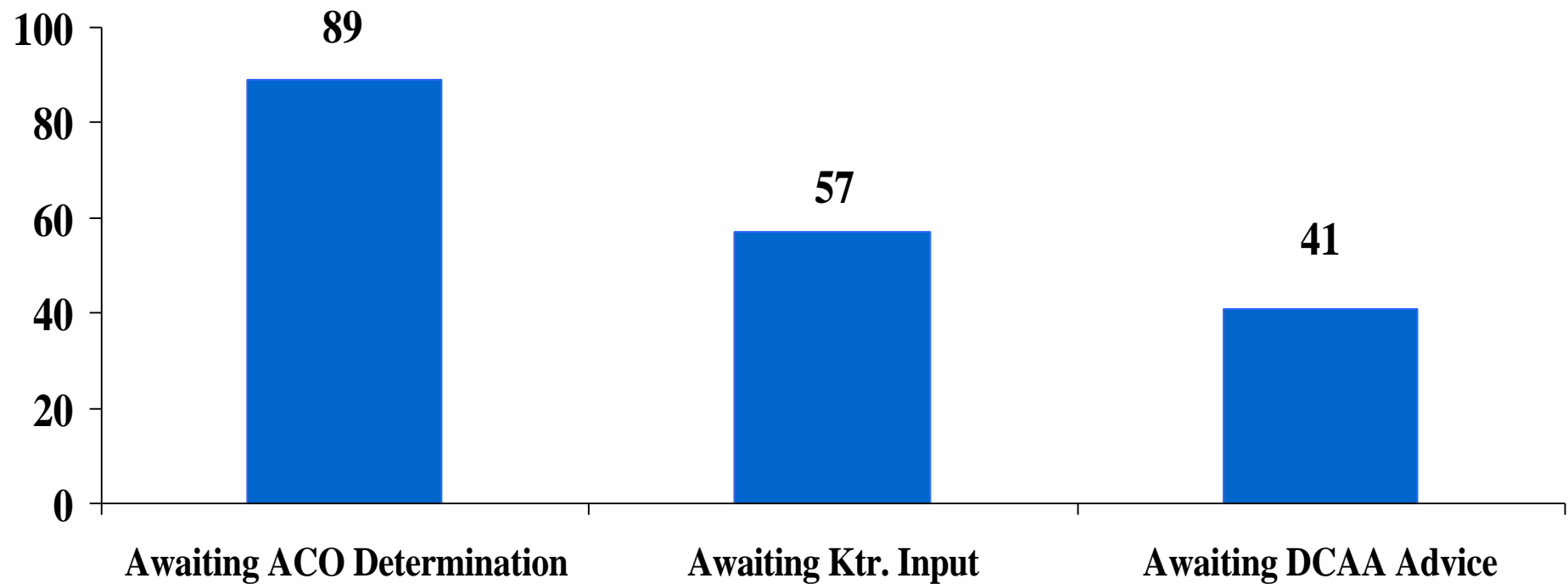
% Reduction in Overage: 10/01/96 - 9/30/97 - 24%
 10/01/97 - 9/30/98 - 36%
 FY 1999 Goal - 40 %

Performance Goal 2.1.5 - CAS Noncompliance Reports



Performance Goal 2.1.5 -- CAS Noncompliance Reports

Root Cause Analysis - December 98 Data



Performance Goal 2.1.5 - CAS Noncompliance Reports

Corrective Action

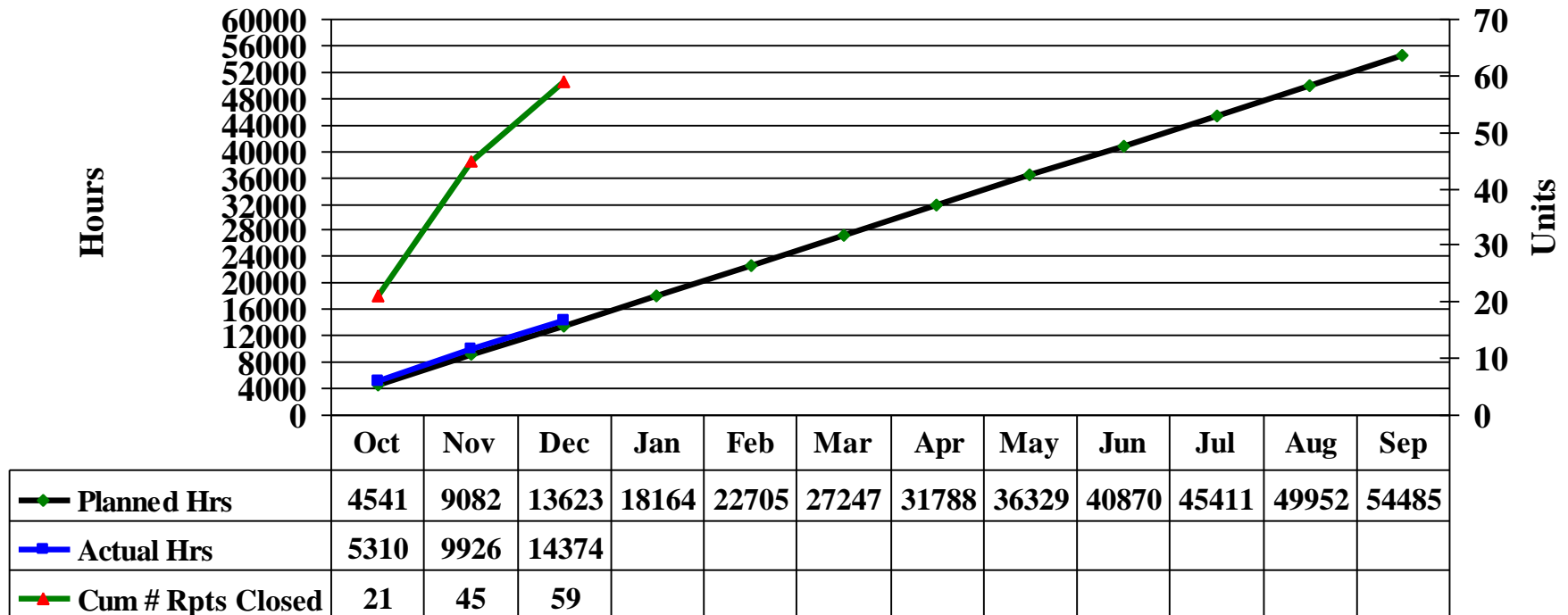
- o Letter to all Commanders requiring CAOs with 2 or more overaged reports to provide monthly corrective action plans and current status (EAST)
- o Letter being sent to all Commanders identifying lessons learned for resolving CAS issues timely and energizing ACOs to resolve issues (WEST)
- o District Process Champion and Overhead Center Process Champion will visit pacing offices with high numbers of overage noncompliance reports
- o Planning joint meeting with DCAA to identify ways to resolve issues in a more timely manner

PLAS Hours & Unit Comparison

PLAS Code: 115

Goal 2.1.5

Process Output: *Number of CAS Audit Reports Dispositioned During Month*



Average Unit Cost: \$7,309 (14,374/59 X \$30)

Units Count Definition: No. of CAS Noncompliance reports closed per month

Discussion: No. of Overage CAS reports closed is not yet in line with performance goal

Performance Goal 2.1.7 - Reduce Basic CAS

- **Performance Goal Description:** Reduce the year-to-date FY 99 fourth quarter composite unit cost for all basic CAS cost pools by 5% from the fourth quarter FY 98 baseline measured at the District level without increasing the other unit cost pools.
- **FY99 Goal/Target:** (Figures represent 95% of 4th Qtr FY98)
 - **East: \$250.15 West: \$310.07**
 - **Int'l: \$583.07 DCMC: \$320.27**
- **FY99 YTD Results:** Unknown
- **Rating:** Red

Performance Goal 2.1.7 - Reduce Basic CAS

- **Reason For Not Achieving Goal:** Data accuracy and reliability concerns:
 - ⊗ Unit Cost performance data for 1Q FY 99 questionable.
 - ⊗ Errors when processing time & attendance data (ATAAPS) through payroll (DCPS) result in unreliable cost accounting system (DBMS) labor hour and dollar data.
 - ⊗ DBMS labor dollars at the CAO/District level are the principal drivers in DCMC's Unit Cost system.
 - ⊗ These problems also interfere with assessment of PLAS reporting "Usage" (PLAS Hours to DBMS hours).

Performance Goal 2.1.7 - Reduce Basic CAS

- **Reason For Not Achieving Goal: (Cont'd)**

- ☎Errors cause manual data adjustment to reports, delaying them.

- ☎Promises are that the year to date figures will “catch up” in March - no evidence that the situation is improving.

- ☎Continued problems with processing payroll data renders our plan to interface PLAS inputs with ATAAPS questionable.

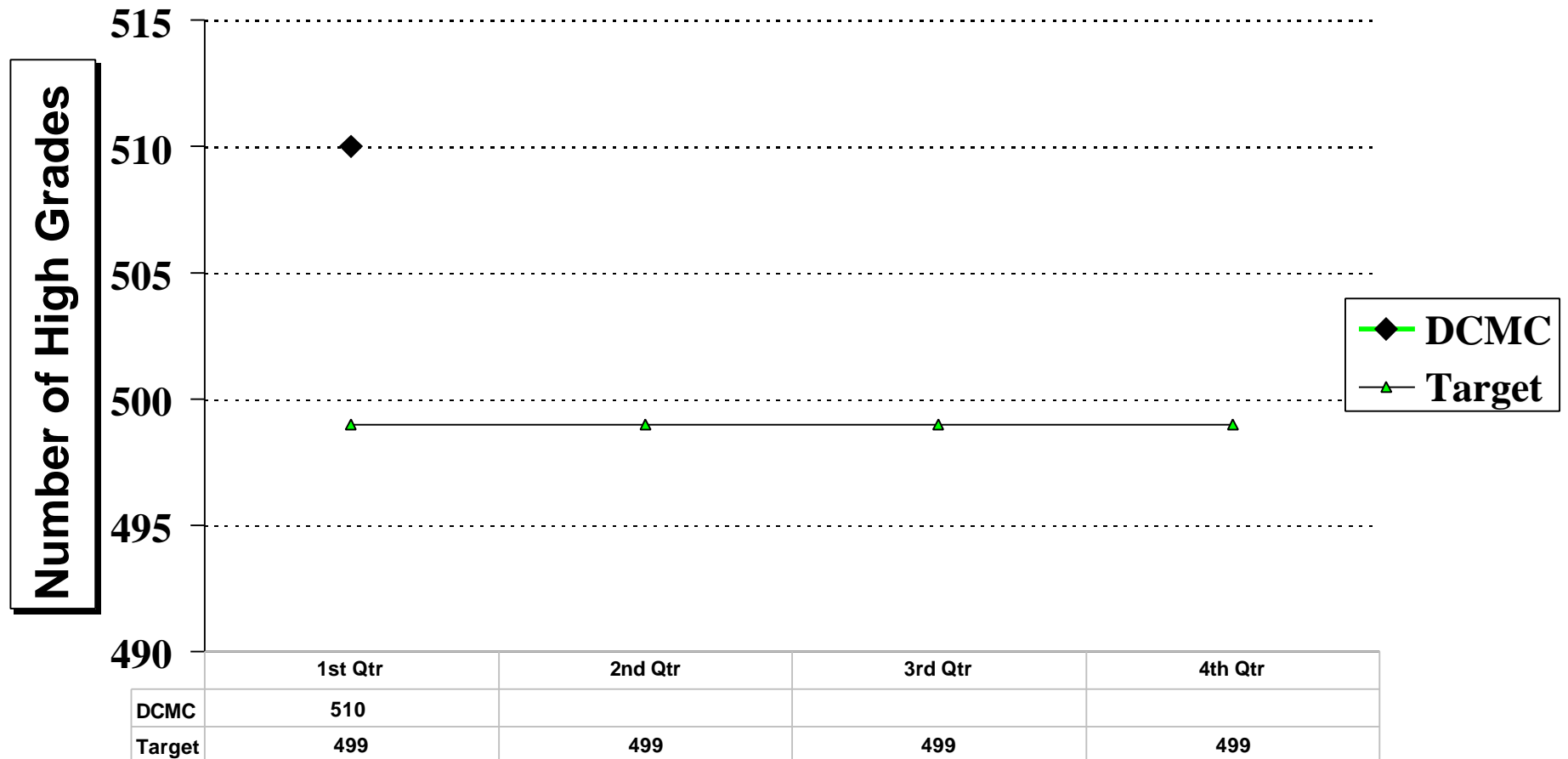
- ☎Intend to have problems ironed out by next months FMR but may require intensive manual fixes to data

- **HQ/District Process Owner:** Les Kuhl, DCMC-BD

Performance Goal 2.1.13 - High Grades

- **Performance Goal Description:** Reduce the quantity of high grade positions (GS 14, 15, and SES) throughout DCMC.
- **FY99 Planned Goal/Target:** 499
- **FY99 Actual Results:** 510
- **Rating:** Red
- **Reason For Not Achieving Goal:** Current initiatives have not yet resulted in achieving target. Planned actions: GS-14 position review ongoing, continue VERA/VSIP, no back filling -- except approved by the RUC, RIFs at overburning locations --Consolidation reviews.
- **HQ Process Owner:** Melanie Reinders, DCMC-BA

Performance Goal 2.1.13 - High Grades

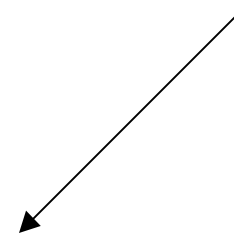


(FY99)

Performance Goal 2.1.13 - High Grades

DCMC HIGH GRADES				
ORG	14	15	SES	31Dec98 Total
DCMC HQ	55	30	3	88
DCMDE	173	25	0	198
DCMDW	128	24	0	152
DCMDI	41	11	0	52
OTHER	16	4	0	20
TOTAL	413	94	3	510

Goal
FY99-499

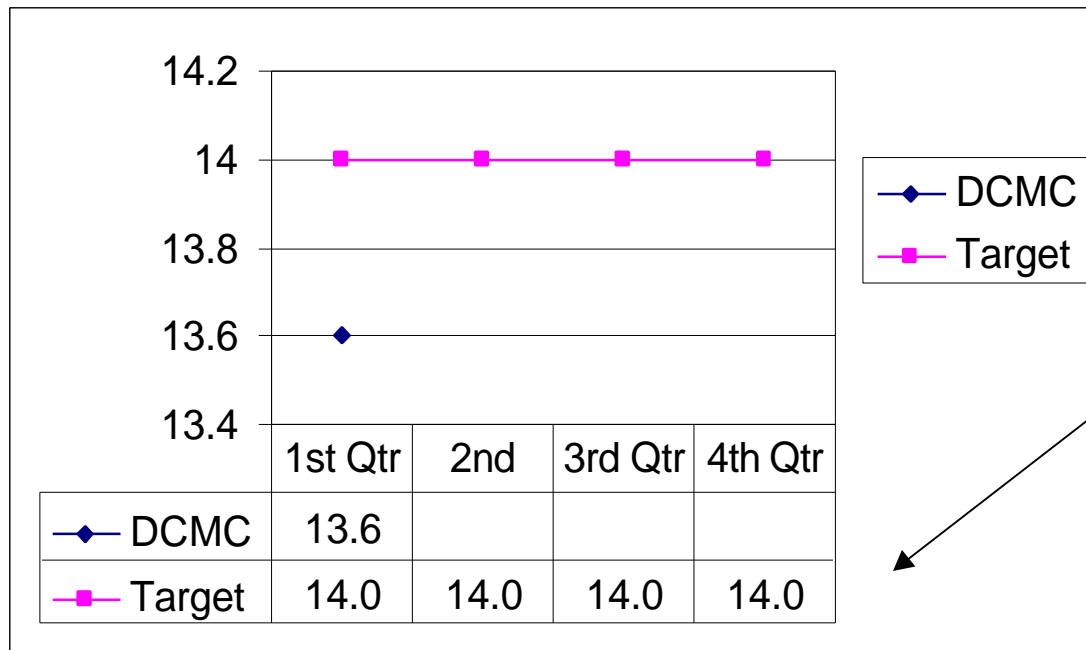


Source: DCPDS (DCMCPEOP.mdc)

Performance Goal 2.1.14 - Supervisory Ratio

- **Performance Goal Description:** Increase the ratio of civilian employees to supervisors.
- **FY99 Planned Goal/Target:** 14:1
- **FY99 Actual Results:** 13.6:1
- **Rating:** Red
- **Reason for not Achieving Goal:** Downsizing initiatives impact on this goal not being considered. Planned actions: implementation of Work Leader Grade Evaluation Guide, GS-14 position review, consolidation reviews, and continue use of VERA/VSIP.
- **HQ Process Owner:** Melanie Reinders, DCMC-BA

Performance Goal 2.1.14 - Supervisory Ratio



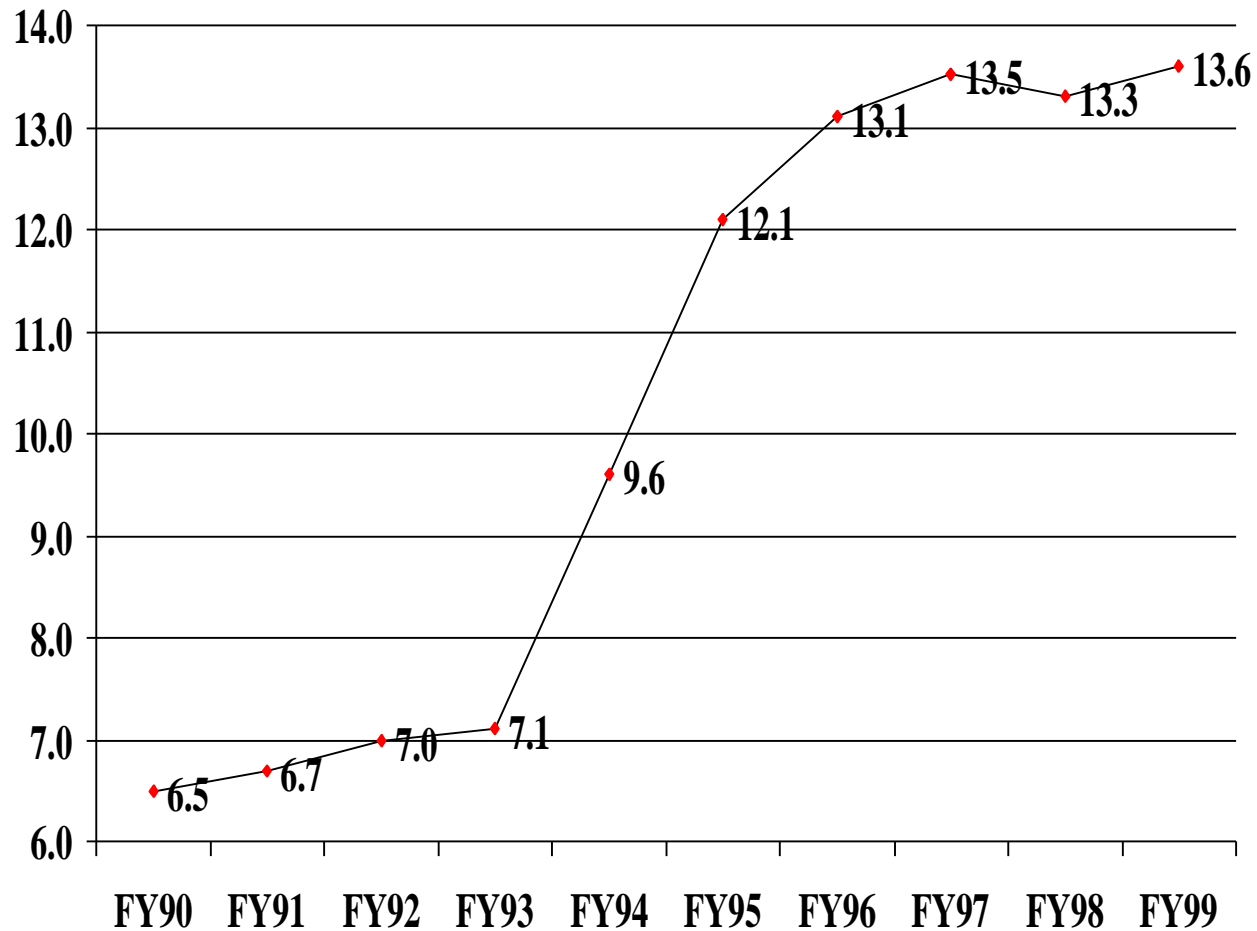
*Includes 122 Foreign Nationals.

GOAL
FY99 - 14:1

OPPORTUNITIES

- Position Reviews
- Office Consolidations
- Team Leader Guide

Performance Goal 2.1.14 Supervisory Ratio Trend



Performance Goal 2.1.14 - Supervisory Ratio Pacing Activities

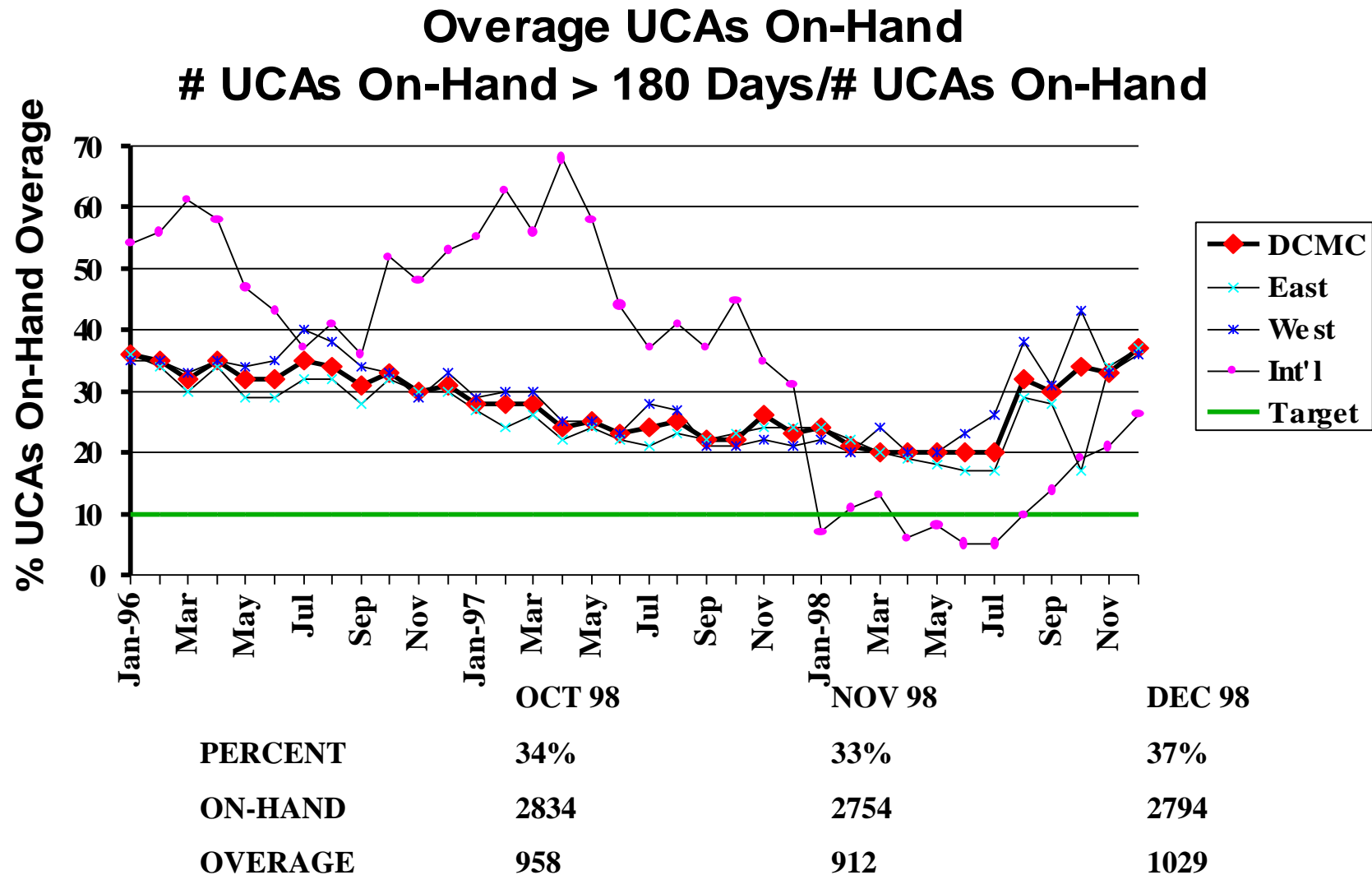
W/OUT FOREIGN NATIONALS			
	Non Supv	Supv	Ratio
<i>All DCMC</i>	11,477	852	13.47
DCMC HQ	141	8	17.63
DCMDE	6,076	460	13.21
DCMDI	519	40	12.975
DCMDW	4,741	344	13.78
W/122 FOREIGN NATIONALS			
	Non Supv	Supv	Ratio
<i>All DCMC</i>	11,599	852	13.61
DCMC HQ	141	8	17.63
DCMDE	6,076	460	13.21
DCMDI	641	40	16.03
DCMDW	4,741	344	13.78

Source: DCPDS (DCMCPEOP.mdc)

Performance Goal 2.1.15 - UCA Definitization

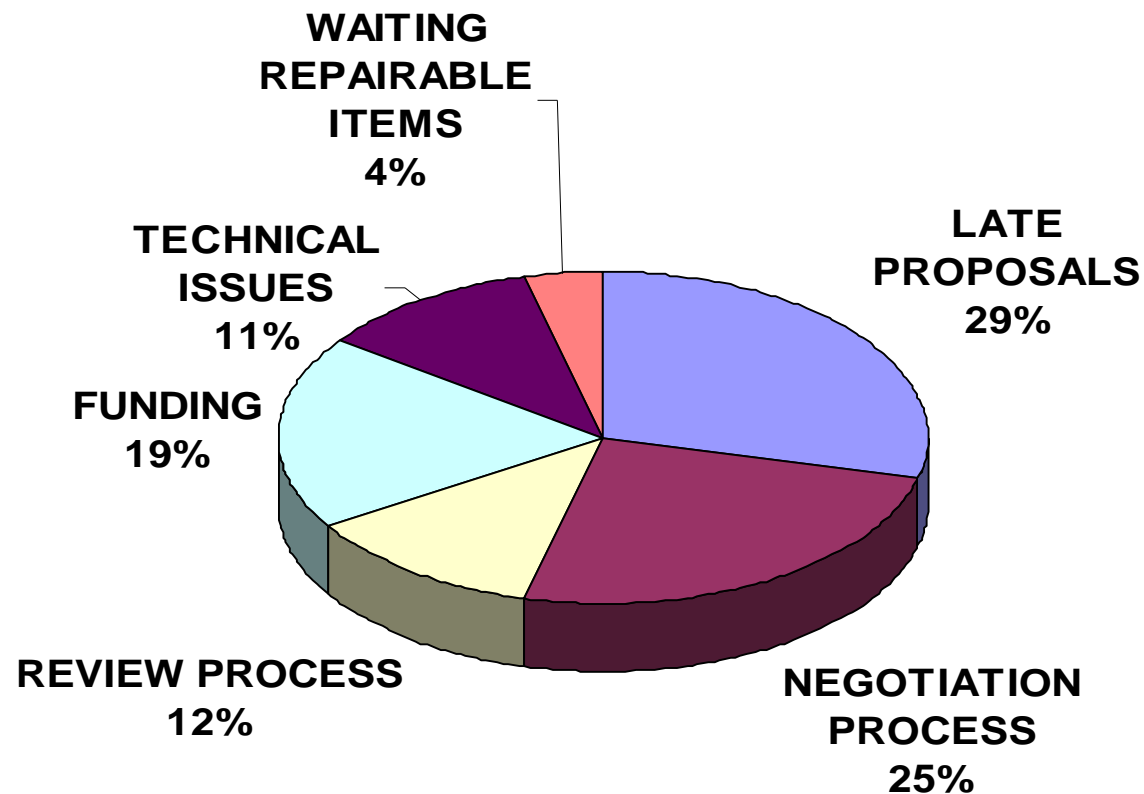
- **Performance Goal Description:** Reduce the percentage of overage undefinitized contract actions
- **FY99 Goal/Target:** 10% or less
- **FY99 YTD Results:** 37%
- **Rating:** Red
- **Reasons For Not Achieving Goal:**
 - Very ambitious goal
 - Pie chart quantifying reasons follows
- **HQ Process Owner:** Faye Turner

Performance Goal 2.1.15 - UCA Definitization



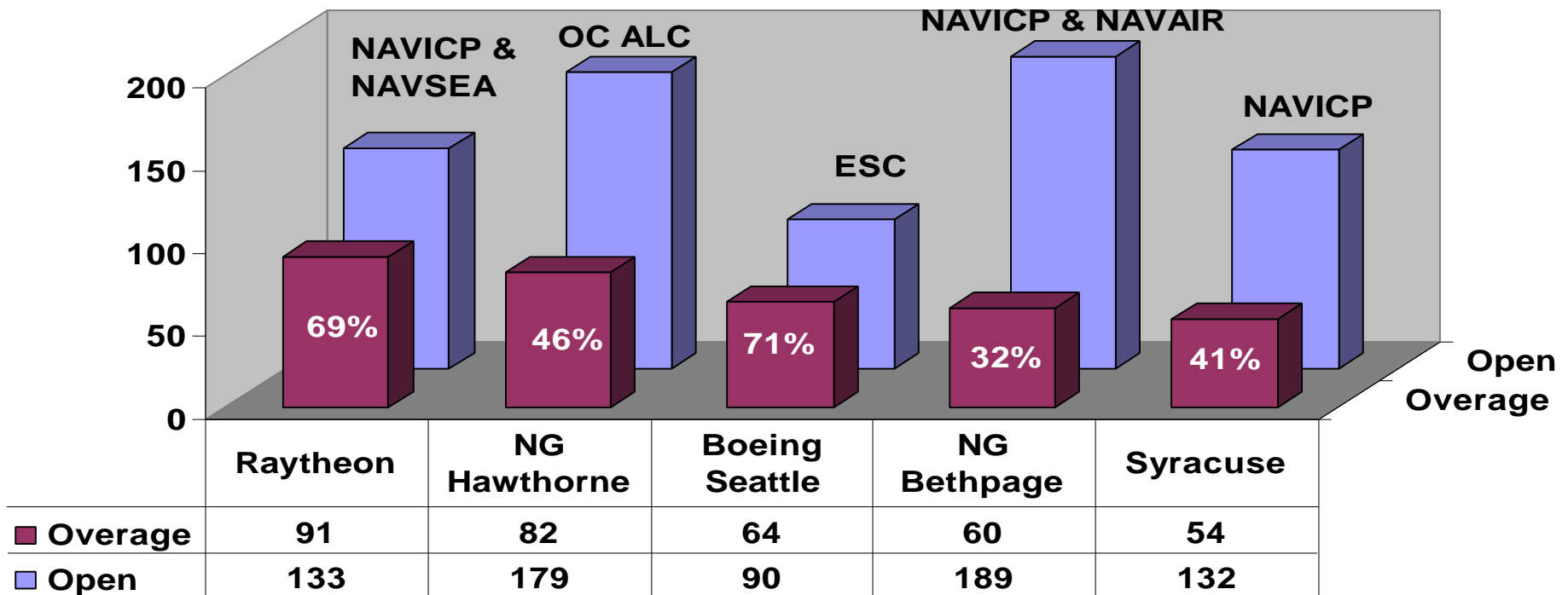
Performance Goal 2.1.15 - UCA Definitization

**PROCESS DRIVERS - SHOWN AS PERCENT OF
PACING CAOs' OVERAGE UCAs BY COUNT**



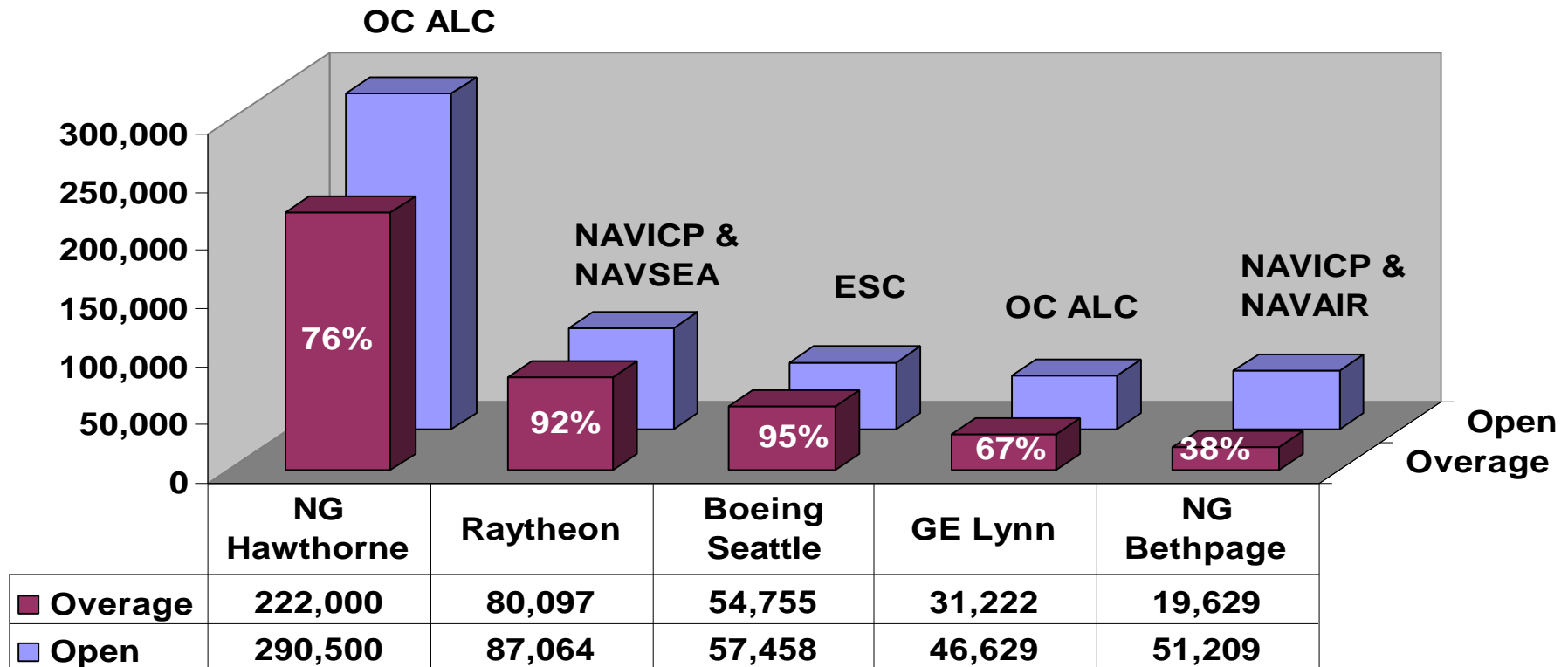
Performance Goal 2.1.15 - UCA Definitization

PACING CAOs - BY OVERAGE UCA COUNT (including major Buying Commands)



Performance Goal 2.1.15 - UCA Definitization

**PACING CAOs - BY OVERAGE UCA DOLLARS (000)
(including major Buying Commands)**



Performance Goal 2.1.15 - UCA Definitization

PROCESS DRIVERS for PACING CAOs (by count)

	RAYTHEON	NG HAWTHORNE	BOEING SEATTLE	NG BETHPAGE	SYRACUSE
LATE PROPOSAL	49%	0	23%	50%	6%
NEGOTIA- TION PROCESS	32%	6%	56%	22%	9%
REVIEW PROCESS	0	13%	0	28%	38%
FUNDING	2%	62%	12%	0	6%
TECHNICAL ISSUES	13%	19%	9%	0	13%
WAITING REPAIR ITEMS	4%	0	0	0	28%

Performance Goal 2.1.15 - UCA Definitization

- Districts working corrective action plan
- Headquarters will develop a “DCMC” approach for working issues with major buying commands and contractors
 - Establishing working group with NAVICP
 - Districts and CAOs involvement

Performance Goal 2.2.2

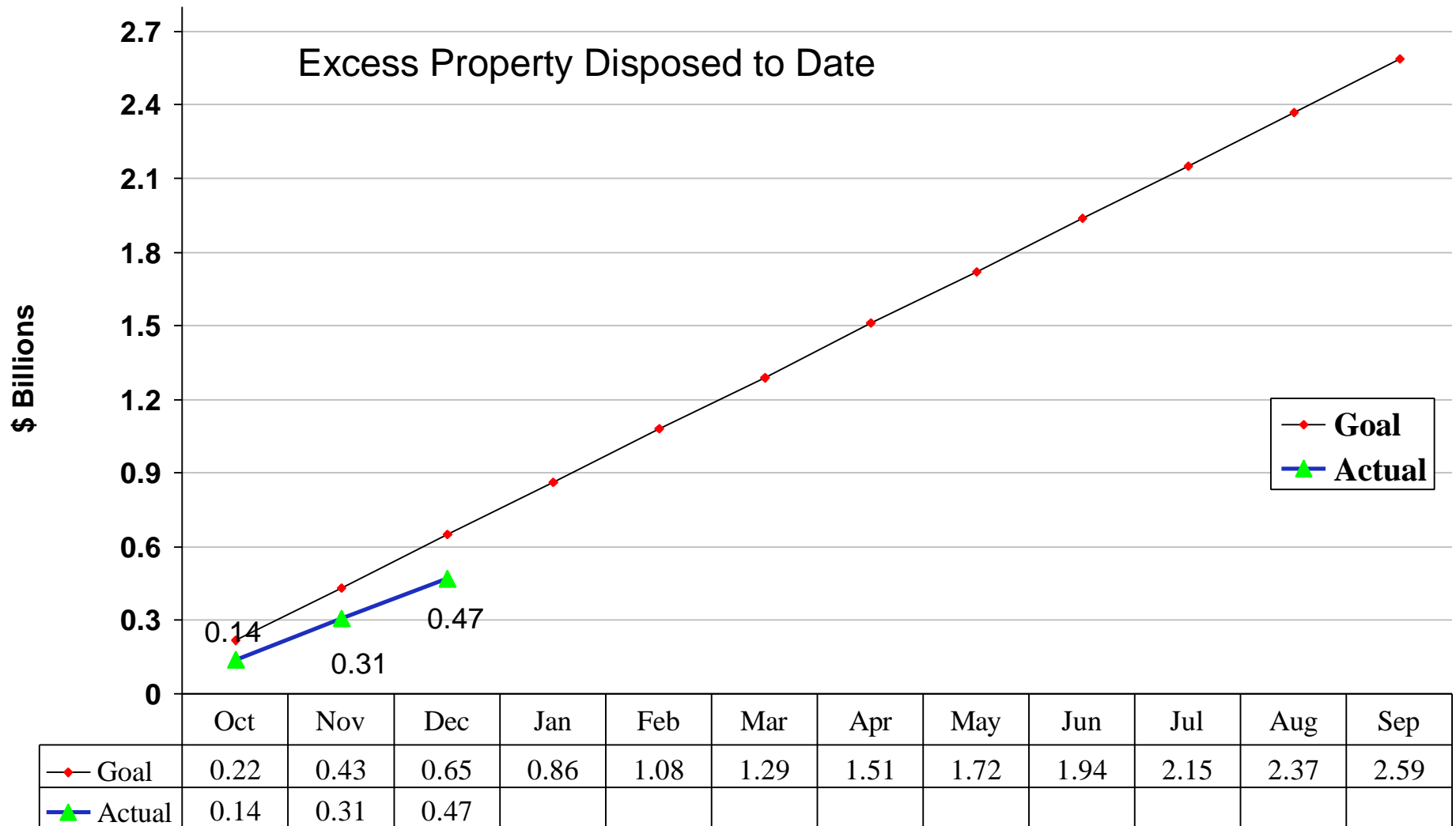
Increase Excess Property Disposed

- **Performance Goal Description:** Increase the amount of excess government property disposed of by 20% over the amount disposed in FY98
- **FY99 Goal/Target:** \$2.586B
- **FY99 YTD Results:** \$470M
- **Rating:** RED
- **Reason For Not Achieving Goal:**
 - Not timely completing cases in the disposal cycle
 - Buying Activities obtaining too many extension to the 60 day screening timeframe on MRM #5 contracts
- **HQ/District Process Owner:** Janice Hawk

DCMC

Performance Goal 2.2.2

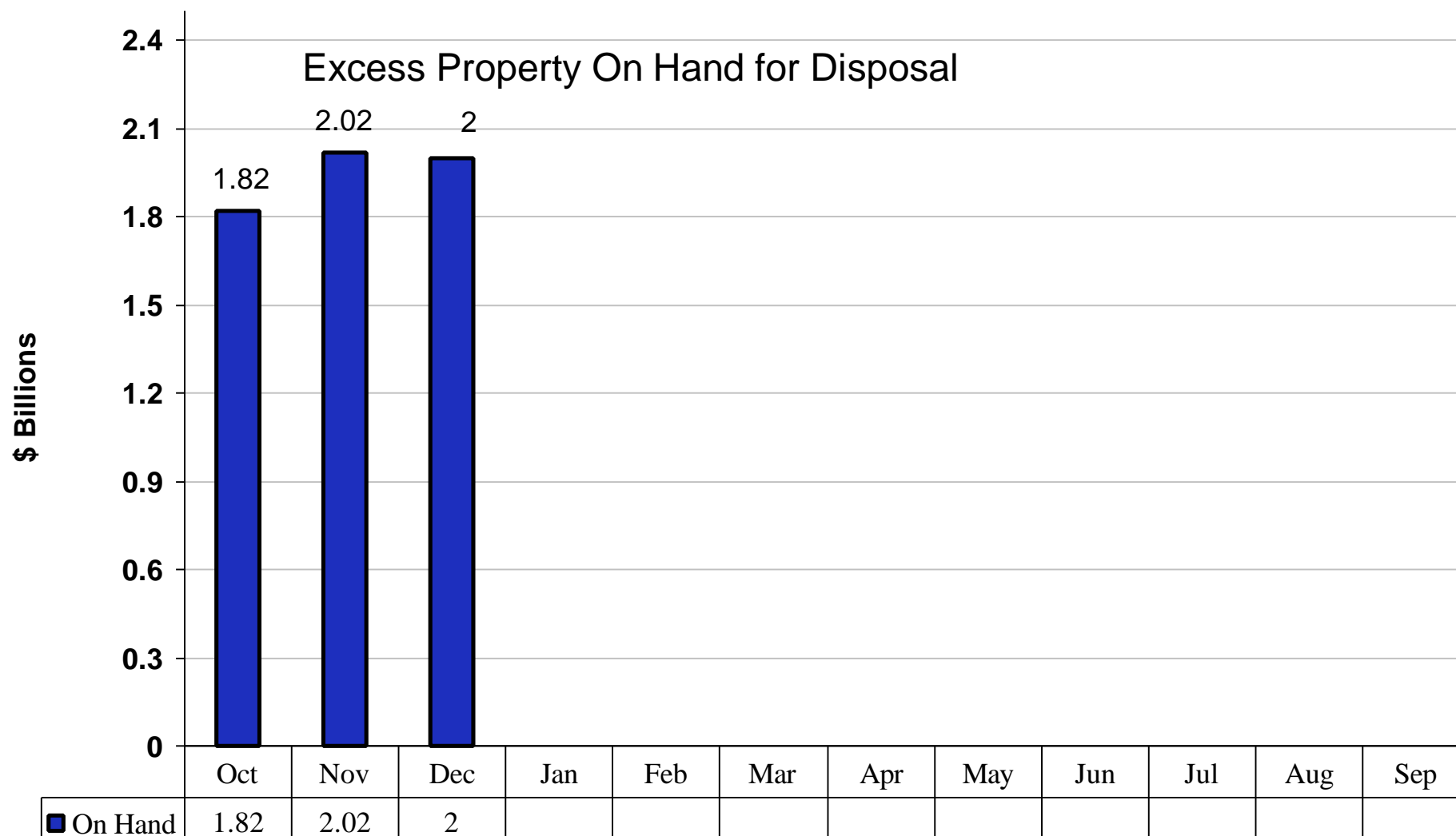
Increase Excess Property Disposed



DCMC

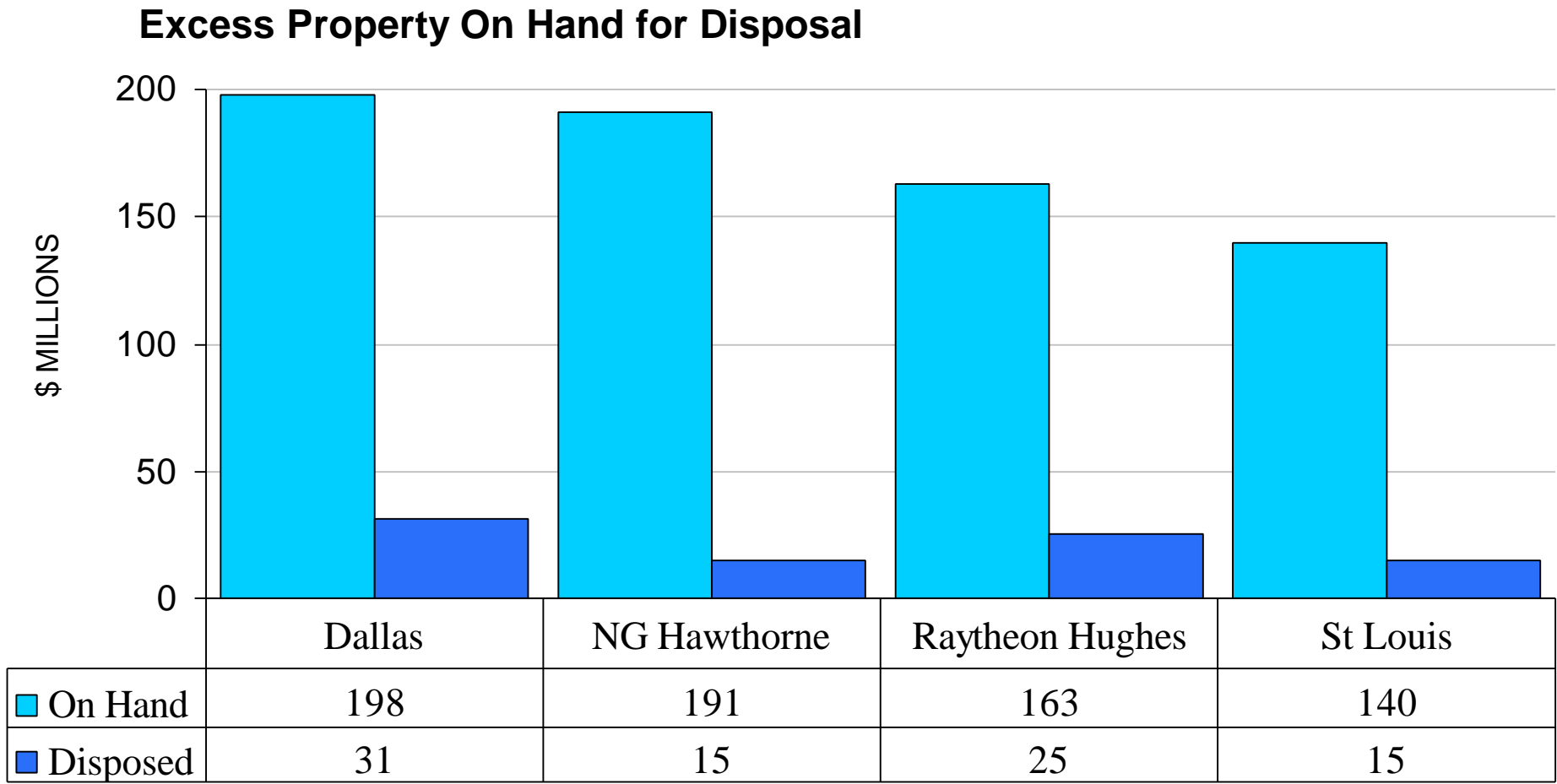
Performance Goal 2.2.2

Increase Excess Property Disposed



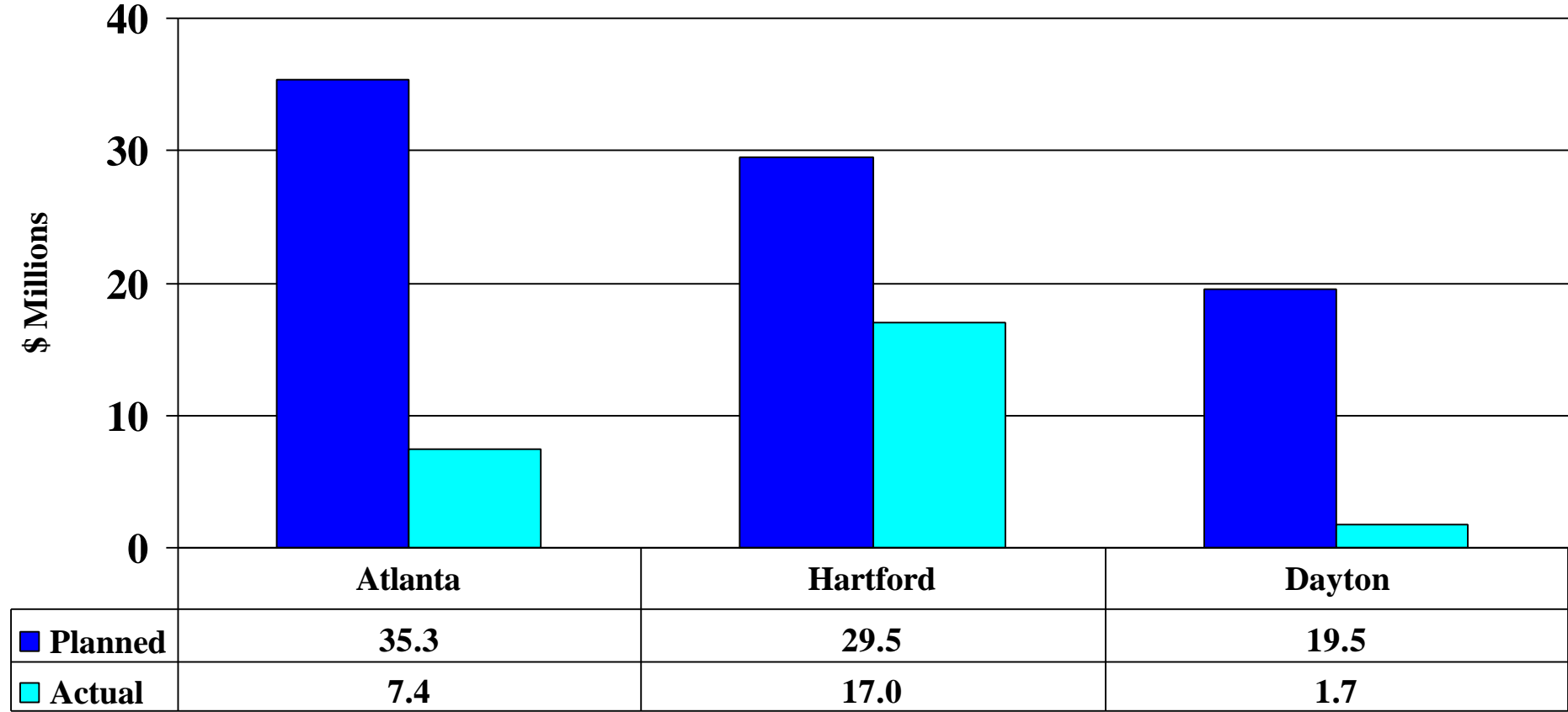
Performance Goal 2.2.2

Increase Excess Property Disposed



Performance Goal 2.2.2
Increase Excess Property Disposed
PACING CAOs

1st Quarter Planned Disposal Against Actual Performance



Performance Goal 2.2.2

Increase Excess Property Disposed

- DCMC Dallas -
 - IOA documented problems with timely follow up actions and case closure
 - Corrective action plan will be in place by end of Feb
- DCMC Northrop Grumman Hawthorne
 - Backlog of case closures due to extended sick leave by PLCO in December and January
 - PLCO is now back at work and expects to close \$50M during February

Performance Goal 2.2.2

Increase Excess Property Disposed

- DCMC Raytheon Hughes Los Angeles
 - Presently working to transfer Tucson workload from LA to Tucson and eliminate Modified Plant Clearance at Tucson
 - Transition could impact disposal process
- DCMC St Louis
 - Very large workload (733 open cases) with only one Plant Clearance Officer, one Industrial Property Clearance Specialist and one Technician
 - Large percentage of overage cases

Performance Goal 2.2.2

Increase Excess Property Disposed

- DCMC Atlanta
 - Focusing on finalizing sales at several large contractors in the Southeast
 - Should meet target
- DCMC Hartford
 - Proposed FY99 performance of \$118 million is overzealous, only \$24.6 million in the pipeline
 - Not expected to meet target
- DCMC Dayton
 - Working \$16 million demil issue
 - \$298 million in the pipeline, should exceed target

DCMDW

Performance Goal 2.2.2
Increase Excess Property Disposed

Bottom Line

Property on-hand and property reported excess remain high. Should meet our goal at the end of the year.

Performance Goal 2.2.2

Increase Excess Property Disposed

District Corrective Action

- o Focus on timely closure of plant clearance cases and reduction of overage.
- o Evaluate Contract Administration Office analyses and corrective action plans which are to be submitted no later than 2/11/99 and develop District corrective actions to compliment.

Investment Goal 2.2.9 - AP2I

- **Investment Goal Description:** Successfully complete all AP2I milestones within 420 days or mutually agreed timeframe.
- **FY 99 Goal/Target:** Complete all projects within targeted timeframe
- **FY 99 YTD Results:** 2 of 2 active AP2I Projects on track to complete within targeted timeframe
- **Rating:** Green
- **HQ Process Owner:** David James

Investment Task 2.2.9 - AP2I

Non- Chromate Primer (Boeing) Status

[illegible]

Investment Task 2.2.9 - AP2I ID Marking (Lockheed Martin) Status

ID	Task Name	1998				1999				2000					
		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	
1	ID Marking (Lockheed Martin) - AP2I Process (960 days)	<div></div>													
2	Proposal Identification	<div></div>													
3	Development	<div></div>													
4	Approval	<div></div>													
5	Validation	<div></div>													
6	Modification	<div></div>													<div></div>
7															

Investment Goal 2.2.9 - AP2I

- Where we've been:
 - Supported 7 AP2I Proposals to date
 - 4 block change modifications
 - 1 withdrawn due to lack of funding
 - 2 currently open
- Where We're Headed:
 - Working 8 potential AP2I opportunities with JG-PP help
 - New FY 00 JG-PP projects under development
- Other Support We're Providing:
 - 10 environmental SPI concept papers approved

Performance Goal 2.3.1 - DII/COE

- **Performance Goal Description:** Ensure the DCMC Technology Base is 100% compliant with the standards and guidelines of the DII/COE.
- **FY99 Goal:** Hardware and Software 100% compliant
- **FY99 YTD Results:** Hardware = 95% compliant. Software = 0% compliant
- **Rating:** RED

Performance Goal 2.3.1 - DII/COE

- **Reasons For Not Achieving Goal:**

- Hardware compliance is achieved by running NT 4.0
- Hardware - approximately 5% short due to our inability to make the last portion of our desktop upgrade. If funds become available, remaining desktops will be purchased in the July-September time frame.
- Software - in all likelihood, will not be compliant for years to come.
- Software OEM's voluntarily submit software to DISA for certification.
- Testing requires \$100,000 submission fee
- Certifying can take as long as 2 years (generally 18 months)
- By the time the certification is issued, upgrade versions of the tested software have been released. Process begins again.

Performance Goal 2.3.1 - DII/COE

- **Reasons For Not Achieving Goal (con't.):**
 - For DCMC to become compliant, we must purchase a tape containing the approved software from DISA. We would then use the tape to load to the PC's. The load would DEGRADE the software we presently have installed to lower versions.
- **Recommendation:** Eliminate goal from the FY 99 Business Plan
- **HQ Process Owner:** Vic Szabo, DCMC-AB

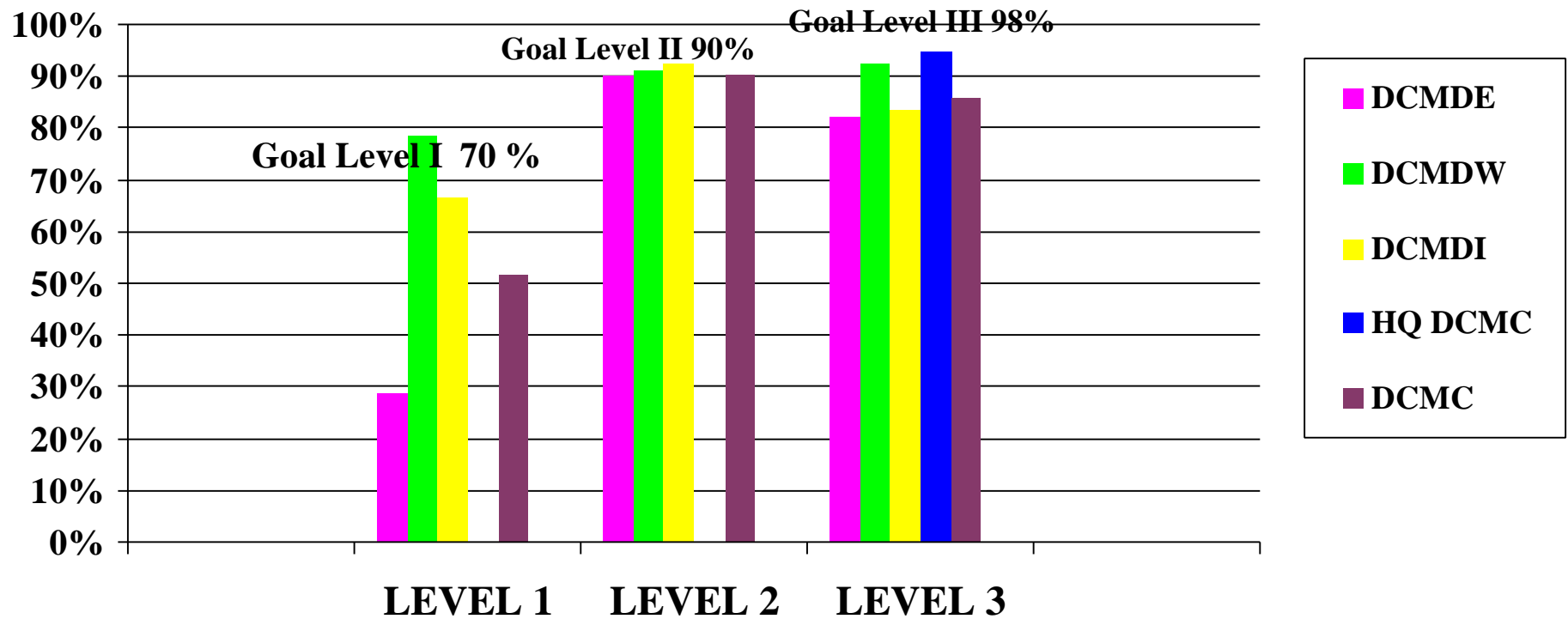
Performance Goal 3.1.4 -DAWIA

Certification Percentage

- **Performance Goal Description:** Increase the percentage of personnel that are DAWIA certified to level I (70%), level II (90%), and level III (98%). Maintain or exceed certification levels by position categories.
- **FY 99 Goal/Target:** Level I (70%), Level II (90%), and Level III (98%)
- **FY 99 YTD Results:** DCMC Achieved Level I - 51.61%, Level II - 90.37%, and Level III - 86.05%
- **Rating:** Level I - Red, Level II - Green, and Level III - Red
- **Reason For Not Achieving Goal:** Availability of quotas from DAU. Percentage of Level III Certification continues to be a focus area.
- **HQ Process Owner:** Jan Pandhi, DCMC-BG

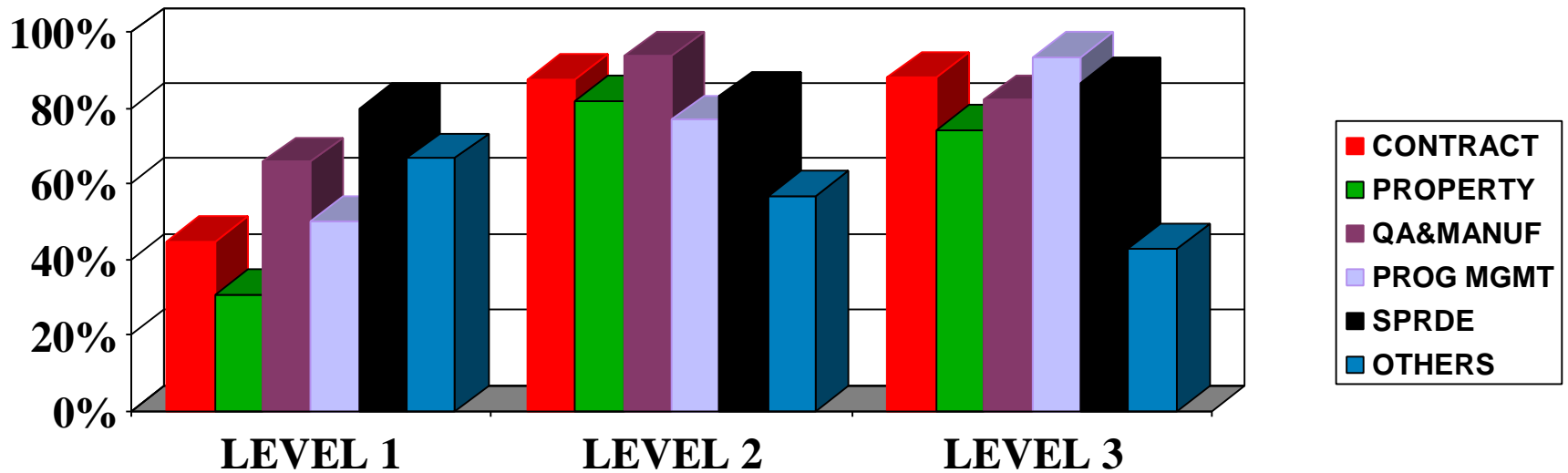
3.1.4 DAWIA Certification Percentage MEETS POSITION REQUIREMENTS

Through December 98



	LEVEL - 1					LEVEL - 2					LEVEL - 3						
	DCMDE	DCMDW	DCMDI	HQ DCMC	DCMC	DCMDE	DCMDW	DCMDI	HQDCMC	DCMC	DCMDE	DCMDW	DCMDI	HQ DCMC	DCMC		
Total	83	70	3	0	156	4429	2730	275	0	7434	752	324	66	93	1235		
Meets Pos	24	55	2	0	81	3984	2482	254	0	6720	617	299	55	88	1059		
% Meets	28.92	78.57	66.67	0	51.92	89.95	90.92	92.35	0	90.39	82.05	92.28	83.33	94.6	85.75		

COMMAND-WIDE DAWIA CERTIFICATION MEETS POSITION REQUIREMENTS 1ST QTR FY99



	CONTRACTING	PROPERTY	QA & MANUF	PROG MGMT	SPRDE	OTHERS	TOTAL	
LEVEL 1 TOTAL	83	13	32	2	5	21	156	
Meets Pos	37	4	21	1	4	14	81	
Delta	46	9	11	1	1	7	75	
%Meets	44.58%	30.77%	65.63%	50.00%	80.00%	66.67%	51.92%	
LEVEL 2 TOTAL	1861	293	4579	168	496	37	7434	
Meets Pos	1632	240	4286	129	412	21	6720	
Delta	229	53	293	39	84	16	714	
%Meets	87.69%	81.91%	93.60%	76.79%	83.06%	56.76%	90.40%	
LEVEL 3 TOTAL	560	31	418	93	126	7	1235	
Meets Pos	494	23	343	87	109	3	1059	
Delta	66	8	75	6	17	4	176	
%Meets	88.21%	74.19%	82.06%	93.55%	86.51%	42.86%	85.75%	

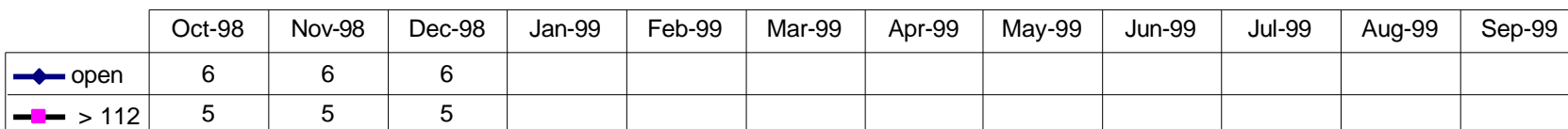
Performance Goal 3.2.1.

EEO Complaint Processing Times

- **Performance Goal Description:** Achieve 100% closure of formal EEO complaint cases through stage six within the DLA cycle time goal of 112 days
- **FY99 Goal/Target:** DLA Goal 112 days
- **FY99 YTD Results:** 6 cases open - 5 cases have been open past the 112 day DLA Goal.
- **Rating:** Red
- **Reason for not achieving goal:**
 - Delays caused by outside factors:
 - Contracted investigators
 - Additional information and clarification needed from complainant.
- **HQ Process Owner:** Kim Dowd/DCMC-BA

DCMC HQ

HQ DCMC Formal Complaints Open Over 112 Days



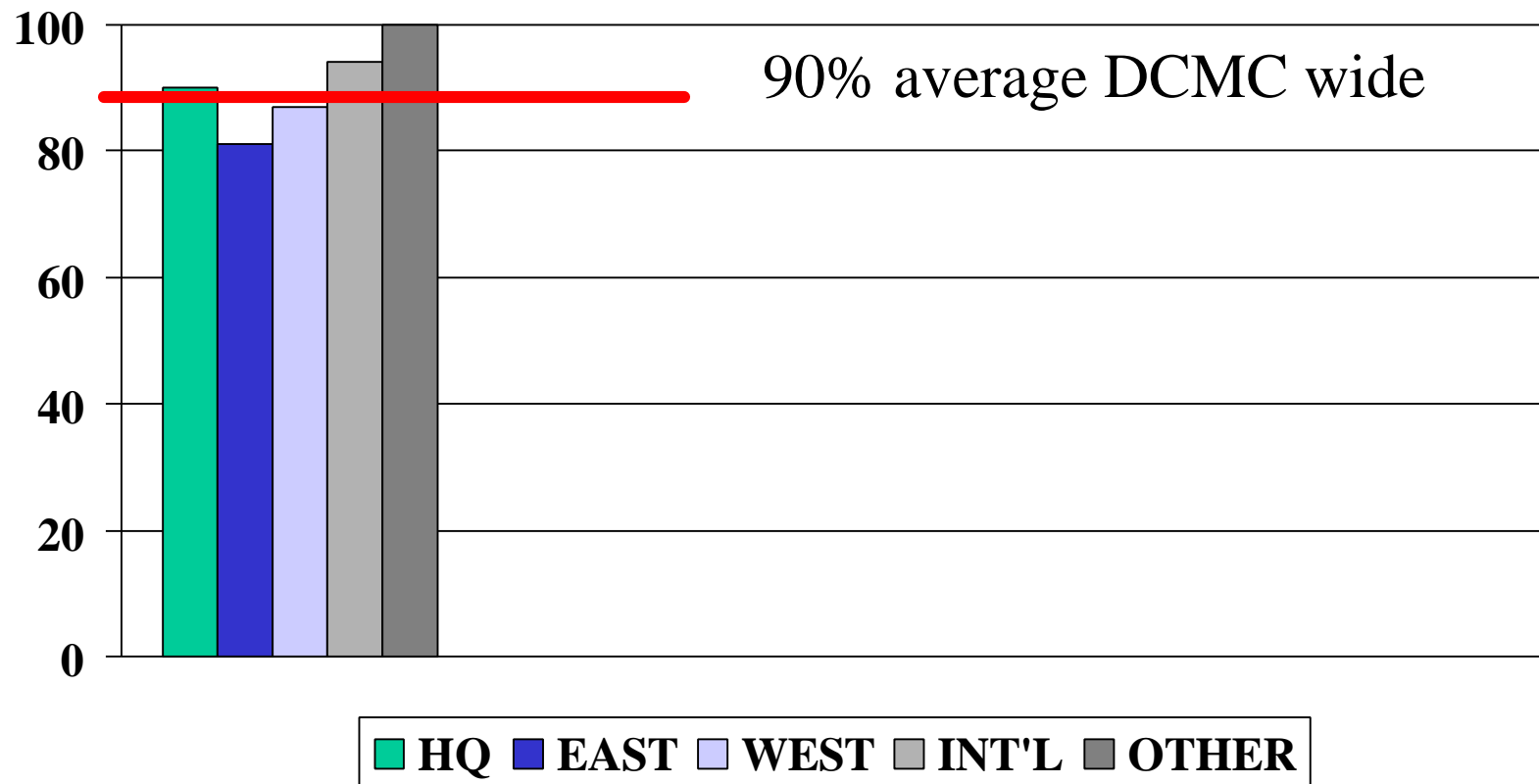
Performance Goal 3.2.3 - Military Evaluations

- **Performance Goal Description:** On-Time Submission of Military Evaluations to Services
- **FY99 Goal:** 100%
- **FY99 YTD Results:** 90%
- **Rating:** RED
- **Reason For Not Achieving Goal:** Attention to detail
- **HQ process owner:** MSgt Anderson

Performance Goal 3.2.3

Military Evaluations

1st Quarter FY99



Performance Goal 3.2.4 - Internal Customer System

- **Performance Goal Description:** Improve 3 of the top 10 Areas for Improvement identified through the FY 97 Internal Customer Measurement
- **FY99 Goal/Target:** Same
- **FY99 YTD Results:**
 - Slow rate of progress at every level of the Command (meeting milestones)
 - Concern re: design of improvement actions to meet goals (e.g., addresses root causes & systems/processes? Is improvement action sustainable?)
- **Rating:** Red
- **Reason for not achieving goal:** Varying degrees of Commander support; Enabling Coordinators to follow-through
- **HQ Process Owner:** Julie Lynch, DCMC-BG